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Vol. X

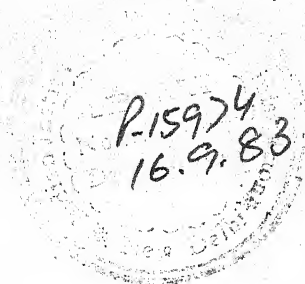
January-March, 1982

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INDEXING
& ABSTRACTING



The periodicals received in the IIPA Library during the quarter have been covered.

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INDEX AND ABSTRACTS OF ARTICLES

ABSENTEEISM

BHATIA, S.K. and G.K. VALECHA. A review of the research findings on absenteeism. *Indian Journal of Industrial Relations*, 17(2) Oct. 81, p.279-85.

OTT, ROBERT G. Improving Worker attendance. *Journal of Systems Management*, 32(10) Oct. 81, p.32-8.

TRIVEDI, GIRISH and S.C. RASTOGI. Predicting absenteeism: a new approach. *Indian Management*, 21(2) Feb. 82, p.37-43.

ACCIDENTS, TRAFFIC

BAGADE, M.V. A comparative study of road accidents of Bombay and Delhi. *Journal of Transport Management*, 5(6) Jan. 82, p.7-15.

SURYANARAYANNA, C. and K.V.R.N.S. KONDAYYA RAO. Accidents in passenger road transport. *Journal of Transport Management*, 5(6) Jan. 82, p.20-3.

ACCOUNTING

MCSPAN, CLYDE G., II. Improving productivity in accounting and finance. *Government Accountants Journal*, 30(3) Summer 81, p.50-5.

ADMINISTRATIVE DECENTRALISATION

KARAN, A.K. Decentralisation. *Khadi Gramodyog*, 28(2) Nov. 81, p.115-18.

ADMINISTRATIVE DEPARTMENTALISATION

GOODSELL, CHARLES T. Collegial state administration: design for today? *Western Political Quarterly*, 34(3) Sept. 81, p.447-60.

ADMINISTRATIVE LAW

DUBHASHI, P.R. (IIPA, New Delhi). Safeguarding administrative action. *Hindu*, 12 Jan. 82, p.17.

The purpose of administration is to achieve the social goals through State action. In a developing society these goals are multiplying and as such the points of contact between the administration and the citizen are increasing. Inevitably there is prolific legislation. The administrators have to apply these laws and rules to different cases, and have to face various difficulties in taking quick decisions. It is suggested that legal impediments in administrative action should be identified and removed, and the judiciary should provide the necessary tilt in favour of progressive administrative action to achieve the social goals. A system of administrative law on French pattern is worth introducing.

THE NEW administrative law. *Australian Journal of Public Administration*, 40(2) June 81, p.79-127.

Contents: The foundations of the new administrative law in Australia, by John Goldring; Towards the new federal administrative law, by M.D. Kirby; The

development of administrative review in Australia, by E.J.L. Tucker.

ADMINISTRATIVE ORGANISATION

KARIEL, HENRY S. Perceiving administrative reality, *Journal of Politics*, 43(3) Aug. 81, p.720-36.

ADMINISTRATIVE REORGANISATION

BHARGAVA, B.S. and VIJAY KUMAR N.TORGAL. (Institute for Social and Economic Change, Bangalore). Administrative innovations. *Political Change*, 4(1) Jan.-June 81, p.87-104.

Administrative capability of the governmental machinery has to be increased to fulfil the multifarious governmental functions and responsibilities. This capability can be increased through innovations in administration. These innovations are necessary to do away with the dysfunctional and inapplicable administrative structures, systems, practices, procedures, techniques, and methods. Administrative innovation means bringing about a deliberate change in administrative machinery to make it more efficient. This innovation is distinguished from other concepts like administrative reforms, institution building and administrative development. The factors responsible for innovation in administration are performance-gap, new problems, and changing environment. These innovations can originate either in administrative hierarchy or outside the administrative apparatus. Innovations in Indian rural development are briefly pointed out.

DUBHASHI, P.R. (Ministry of Agriculture). Refashioning the administrative system. *Calcutta Journal of Political Studies*, 1(2) Summer 81, p.11-17.

After independence, refashioning of Indian administrative system became necessary to achieve the socio-economic goals. These changes took place in four

directions: (1) Administrative services had to be readily accessible to the people; (2) Techniques and organisation for the popular participation in administration had to be developed; (3) Administration had to assume responsibility for a number of public enterprises; and (4) Systematic planning to reach pre-determined targets and goals through well-conceived programmes and projects. A more purposeful and resolute action in these four directions is required.

ADMINISTRATIVE RESPONSIBILITY

CONNOR, JOSEPH E. Taxpayers expect greater accountability from government. *Governmental Finance*, 10(1) Mar. 81, p.15-18.

ADMINISTRATIVE STAFF COLLEGE OF INDIA

HASAN, SYED MAJEEDUL. ASCL: limping back to normalcy at last. *Business Standard*, 7 Feb. 82, p.4.

ADULT EDUCATION

MOHANTY, B.B. Adult education: giving it a fillip. *Statesman*, 10 Mar. 82, p.6.

AGRICULTURAL CREDIT

GAUR, SHAMLAL. Rural credit. *Patriot*, 5 Jan. 82, p.2; 6 Jan. 82, p.2.

MADAN, S.R. and S.K. MEHROTRA. Challenges before NABARD. *Kurukshetra*, 30(11) 1 Mar. 82, p.18-19, 21.

MOHANAN, N. Integrated credit and small farmers. *Cooperative News Digest*, 32(6) June 81, p. 111-13.

RAMACHANDRAN, T.S. Farm financing in Bastar district: problems and prospects. *Yojana*, 25(20) 1 Nov. 81, p.26-7.

SHANTI SARUP and R.K. PANDEY. Indebtedness among farm households of Puri. *Yojana*, 25(24) 1 Jan. 82, p.28-30.

AGRICULTURAL DEVELOPMENT

BHATIA, B.M. Stagnation in agriculture. *Times of India*, 16 Mar. 82, p.6; 17 Mar. 82, p.6.

DOGRA, BHARAT. Myths of the green revolution. *Indian Express*, 23 Feb. 82, p.6.

JOSHI, P.C. Reflections on Mahalanobis approach. *Mainstream*, 20(20) 16 Jan. 82, p.9-14, 24.

LINZHUANG, ZHENG. Agricultural modernization and agricultural production efficiency. *Social Sciences in China*, 2(3) Sept. 81, p.104-20.

SINGH, I.J. and R.N. PANDEY. Crop productivity and fertiliser use efficiency in Haryana. *Agricultural Situation in India*, 36(9) Dec. 81, p.671-5.

AGRICULTURAL MARKETING

MODY, ASHOKA. Growth, distribution and the evolution of agricultural markets: some hypotheses. *Economic and Political Weekly*, 17(1-2) 2-9 Jan. 82, p. 25-38.

AGRICULTURAL RESEARCH

VIJAYARAGAVAN, K. R & D in agriculture: retrospect and prospect in India. *Economic Times*, 8 Jan. 82, p.5.

AGRICULTURAL SOCIETIES

CHAUHAN, KARAN SINGH. Voluntary organization in a Kingdom: the peasant organization in Nepal. *Emerging Sociology*, 1(1) Jan. 79, p.19-25.

GHOSH, P.P., A. KHANDELWAL and MAHAVEER JAIN. Rural Workers organisation: an alternative development

strategy. *National Labour Institute Bulletin*, 7(3) July-Sept. 81, p.217-38.

AGRICULTURE

AGRICULTURE special. Capital, 188(4699) 29 Mar. 82, p.13-31.

Contents: The 'new strategy' and Indian agriculture, by Indarani Kar; Land reforms, technological change and agricultural growth, by P.C. Joshi; IRDP and bank's role, by P.K. Sen Gupta; Towards a new dimension, by B.K. Mukhopadhyay; Agrarian relations in Hindi heartland, by Pradhan H. Prasad.

GANDHI, INDIRA. Agriculture: self reliance and inter-dependence. *Agricultural Situation in India*. 36(8) Nov. 81, p.607-13.

SEN, ABHIJIT. Market failure and control of labour power: towards an explanation of 'structure' and change in Indian agriculture. *Cambridge Journal of Economics*, 5(3) Sept. 81, p.201-28; 5(4) Dec. 81, p.327-50.

SINGH, BHANU PRATAP. Recovery or stagnation? *Eastern Economist*, 78(3) 22 Jan. 82, p. 123-5.

SWAMINATHAN, M.S. Our agricultural future. *Eastern Economist*, 78(4) 29 Jan. 82, p.302-5.

AGRICULTURE, COOPERATIVE

WELLS, MIRIAM J. Success in whose terms?: evaluation of a cooperative farm. *Human Organization*, 40(3) Fall 81, p.239-46.

AGRICULTURE AND TECHNOLOGY

KAHN, JOEL S. The social context of technological change in four Malaysian villages: a problem of economic anthropology. *Man*, 16(4) Dec. 81, p.542-62.

SWAMINATHAN, M.S. Sixth plan: modernising agriculture. *Yojana*, 25(3) 16 July 81, p.8-9.

AIRLINES

AIYAR, SWAMINATHAN S. Flying high in a slump. *Eastern Economist*, 78(3) 22 Jan. 82, p.167-9.

FRANKLIN, ERIC. Report on the administrative machinery of the Royal Nepal Airlines Corporation Kathmandu, 1976. *Prashasan*, 12(1) Feb. 81, p.73-87; 12(2) Mar. 81, p.53-79.

AIR POLLUTION

SHAH, ASHOK J. Present status of air pollution problems in Gujarat. *Civic Affairs*, 29(5) Dec. 81, p.9-16.

TAYAL, S.C. Air pollution: causes and consequences. *Civic Affairs*, 29(1) Annual number, Aug. 81, p. 113-19.

ALIENATION (SOCIAL PSYCHOLOGY)

KAKABADSE, ANDREW. (Cranfield School of Management, U.K.). Organisation alienation: a study into structural conditions and social adjustment. *Indian Journal of Public Administration*, 27(4) Oct.-Dec. 81, p.935-56.

Andrew Kakabadse has attempted to examine particular social context which are considered to produce certain traumatic mental states amongst people and to identify what adjustments people make in order to live and work within that specific environment. His study of organisation alienation is based on a sample consisting of persons from all hierarchical levels taken from nine social work organisations in England. The conclusions, which are in keeping with the findings of other emirical studies, indicate that even social welfare agencies, if rigidly structured, face problems of alienation as much as any other organisation.
—*Reproduced from editorial.*

SINGH, CHANDRA B.P., RAJESHWAR MEHTA and ARVIND KUMAR. Alienation, role clarity and leadership style in banking organisation. *National Labour Institute Bulletin*, 7(3) July-Sept 81, p.157-60.

ANDHRA PRADESH STATE FINANCIAL CORPORATION

VENKATA RATNAM, C.S. and B. APPA RAO. APSFC: an assessment. *Yojana*, 25(21) 16 Nov. 81, p.14-17.

ANTHROPOLOGY, SOCIAL

FIRTH, RAYMOND. Engagement and detachment: reflections on applying social anthropology to social affairs. *Human Organization*, 40(3) Fall 81, p.193-201.

RUBINSTEIN, ROBERT A. Toward the anthropological study of cognitive performance. *Human Relations*, 34(8) Aug. 81, p.677-703.

ARMY

NAGCHAUDHURI, B.D. India's armed forces: IAF. *Amrita Bazar Patrika*, 5 Jan. 82, p.6.

ARTISANS

SOLANKI, S.S. Rural artisans and modern technology. *Kurukshetra*, 30(12) 16 Feb. 82, p.8-13, 20.

AUDITING

JOSHI, P.L. Audit committees. *Lok Udyog*, 15(10) Jan. 82, p. 55-60.

RAMALINGAM, P.G. Role of audit in transport organisation. *Journal of Transport Management*, 5(6) Jan. 82, p.24-8.

BANK ROBBERIES

NIYOGI, SUSANTA. Bank robberies: police-aided preventive steps. *Economic Times*, 12 Mar. 82, p.5.

NORMANDEAU, ANDRE and RAYMOND BELLEMARE. The police and armed robbery in Canada. *Police Journal*, 54(4) Oct.-Dec. 81, p.390-8.

BANKS

AMMANNAYA, K.K. Credit policy and banks. *Eastern Economist*, 78(3) 22 Jan. 82, p.175-87.

BHATTACHARYYA, HRISHIKES. Indiscipline in banks: outcome of conflicting goals. *Business Standard*, 2 Mar. 82, p.5.

CHIPPA, M.L. and SUSHMA SAGAR. Banking development in India: a study into the causes of regional differential. *Indian Journal of Regional Science*, 13(1) 81, p.86-90.

DATTA GUPTA, ARUN K. Whither commercial banking? *Capital*, 187 (4688) 11 Jan. 82, p.9-10.

GANGULY, A.K. New bank branches: where? *Amrita Bazar Patrika*, 29 Jan. 82, p.6.

THE LEAD Bank Scheme. *Economic Times*, 20 Mar. 82, p.I-III.

Contents: Genesis and main features, by G.B. Kulkarni; Experience of State Bank of India, by R.P. Goyal; Institutional coordination, by W.S. Tambe; Concepts and methodology, by D.J. Kanvinde; IRDP and the lead bank scheme, by G.L. Bailur; District credit plans, by S.M. Pathak; Role of the Reserve Bank of India, by N.K. Thingalaya, Experience of Canara Bank, by G.P. Prabhu.

ROY CHOWDHURY, RANJIT. Indian banking: some pertinent issues. *Economic Times*, 11 Mar. 82, p.5.

SARKAR, B.K. Banks and anti-poverty programmes. *Business Standard*, 15 Jan. 82, p.5; 16 Jan. 82, p.5.

SHAH, M.G. One rural bank for one district. *Commerce*, 144 (3685) 23 Jan. 82, p. 143-5.

BIRTH CONTROL

CRANE, BARBARA and JASON L. FINKLE. Organizational impediments to developments assistance: the World Bank's population program. *World Politics*, 33(4) July 81, p.516-53.

MALKANI, K.R. Is birth control needed? *Hindustan Times*, 8 Feb. 82, p.9.

MAYUR, RASHMI. Malthusian ghost in the Indian machine. *Civic Affairs*, 29(1) Annual number, Aug. 81, p.29-34.

STOKES, BRUCE. Men and family planning. *Development Digest*, 19(4) Oct. 81, p.35-42.

BOARDS AND COMMISSIONS

TARDI, GREGORY. The appointment of federal regulatory commissioners: a case study of The CRTC (Canadian Radio-television and Telecommunications Commission). *Canadian Public Administration*, 24(4) Winter 81, p.587-95.

BONUS

BHATIA, BHARATI. Payment of bonus. *Economic Times*, 31 Dec. 81, p.5; 1 Jan. 82, p.5.

BRAIN DRAIN

GHOSH, B.N. and ROMA GHOSH. Brain drain: a projective study. *Indian Journal of Labour Economics*, 24(1-2) Apr.-July 81, p. 55-62.

SAMAL, KISHOR. Brain drain tax: compensating developing countries. *Economic Times*, 21 Jan. 82, p.5.

BUDGET

BHATTACHARYYA, B.B. Routine but cautious. *Mainstream*, 20(28) 13 Mar. 81, p.10-12.

BUDGET number 1982. Eastern Economist, 78(11) 19 Mar. 82, p.643-778. (Entire issue).

Contents: Pranab Mukherjee muddles through, by Swaminathan S. Aiyar; Taxation proposals; a critique by R.C. Ummat; National debt: rising servicing cost, by Hardev Singh; Central budget: an analysis, by H.R. Machiraju; Damned lies and statistics, by Era Sezhiyan; Non-inflationary mobilisation of resources; Incentive to saving; Finance bill: proposals explained; A statistical profile.

BUDGET special. Capital, 188 (4697) 15 Mar. 82, p.11-28.

Contents: Union budget 1982-83; Budget proposals: outlays; Budget proposals: taxation; A budget with too feeble incentives, by Dhires Bhattacharyya; Apparent sophistication, by Ajit Roy; Good in parts, by Abhijit Sen; The budget and the IMF conditions, by Bhabatosh Dutta; Budget, plan and the economy; by Ranjit Das Gupta; Increasing role of extra-budgetary resources, by K.A. Naqvi.

CHITALE, M.P. Union budget. Business Standard, 17 Mar. 82, p.5; 18 Mar. 82, p.5.

DAS NABAGOPAL. A budget for growth, savings. Amrita Bazar Patrika, 16 Mar. 82, p.6.

DATTA, BHABATOSH. The budget: no answer to payments crisis. Statesman, 6 Mar. 82, p.6.

JHA, PREM SHANKAR. The budget for '82: void at the centre. Times of India, 2 Mar. 82, p.8.

KHANNA, KAILASH C. Impact of the budget: no incentives to produce or save. Statesman, 16 Mar. 82, p.6.

MALHOTRA, INDER. India's story of budgets. Times of India, 28 Feb. 82, p.1.

MISHRA, GIRISH. Budget and price situation. Mainstream, 20(28) 13 Mar. 82, p.8-10.

MURTHY, GURUPRASAD. Spotlight on the budget. Business Standard, 19 Mar. 82, p.5; 20 Mar. 82, p.5.

NARIELWALA, PESI M. Impact of the budget: lost chances and rising deficits. Statesman, 17 Mar. 82, p.6.

PAI PANANDIKER, D.H. Small reliefs, high taxes. Hindustan Times, 2 Mar. 82, p.9.

PALKHIVALA, NANI A. The Union budget 1982-83. Indian Express, 22 Mar. 82, p.6.

PRASAD, G., K. VIYYANNA RAO and V. CHANDRESEKHARA RAO. Union budget: few incentives, no strategy. Business Standard, 16 Mar. 82, p.5.

RANGACHARI, K. The budget: lower deficit only a first step. Statesman, 5 Feb. 82, p.6.

SWAMY, DALIP S. The budget of 1982-83. Radical Humanist. 45(12) Mar. 82, p.9-11.

THAVARAJ, M.J.K. Budget inflation and plan. Mainstream, 20(29) 20 Mar. 82, p.27-30.

UNION Budget 1982-83. Economic and Political Weekly, 17(12) 20 Mar. 82, p.435-58.

Contents: The budget and the economy, by C.T. Kurien, Demotion of the budget, by Bhabatosh Datta; Policy of inflationary contraction; The budget by Prabhat Patnaik; The budget and the plan, by D.T. Lakdawala; Direct taxes on individual and business income: economic implications and impact, by V.D. Lall.

UNION Budget 1982-83: a survey. Commerce, 144(3693) 20 Mar. 82, p.3-71 (Entire issue).

Contents: Profile of the Union budget: 1982-83; Incentives for savings and exports, by D.T. Lakdawala; The new leaves of the new budget, by P.R. Brahmananda; A 20-point programme—Oriented budget, by Alak Ghosh; Missing links and weaknesses, by M.P. Chitale; Taxation proposals: high expectations belied, by N.V. Iyer; A meandering budget, by B. Natrajan; States: economic indicators; The Finance Ministers budget speech; Economic Survey 1981-82: stress on capacity utilizations; Budget statistics.

BUDGET—PROCEDURE

DUNCOMBE, SIDNEY, JOHN AND-REASON and LAWRENCE SEALE. Zero-base budgeting in Idaho: an evaluation after five years. *Government Accountants Journal*, 30(2) Summer 81, p.24-35.

TARSCHYS, DANIEL. Rational decremental budgeting: elements of an expenditure policy for the 1980s. *Policy Sciences*, 14(1) Dec. 81, p.49-58.

BUDGET, CAPITAL

WHITE, MICHAEL J. and SCOTT R. DOUGLASS. Capital budgeting faces the 1980's. *Local Finance*, 10(6) Dec. 81, p.15-19.

BUREAUCRACY

ATKINSON, MICHAEL M. and KIM RICHARD NOSSAL. Bureaucratic politics and the new fighter aircraft decisions. *Canadian Public Administration* 24(4) Winter 81, p.531-58.

CHOWDHARY, DASONDHA SINGH. Bureaucrats: then and now. *Tribune*, 17 Jan. 82, p.5.

GOODSELL, CHARLES T. Looking once again at human service bureaucracy. *Journal of Politics*, 43(3) Aug. 81, p.763-78.

PANT, DINESH P. Bureaucracy and

development: a focus on some LDCs' plight. *Prashasan*, 12(1) Nov. 80, p.11-41.

PANT, DINESH P. Nepalese bureaucracy: obsolescences and innovations. *Prashasan*, 12(3) July 81, p.44-61.

PUDIR, JAGDISH K. Understanding bureaucracy. *Emerging Sociology*, 1(1) Jan. 79, p.56-78.

ROY, WILLIAM G. The process of bureaucratization in the U.S. State Department and the vesting of economic interests, 1886-1905. *Administrative Science Quarterly*, 26(3) Sept. 81, p.419-33.

SEN, ASOKE MOHAN. Making bureaucracy more responsive. *Patriot*, 12 Jan. 82, p.2.

SHARMA, G.B. (Univ. of Toronto). Representative bureaucracy: the need for methodological reformulation. *Indian Journal of Public Administration*, 27(4) Oct.-Dec. 81, p.1019-33.

G.B. Sharma has taken up the much debated topic of 'Representative Bureaucracy', and has emphasised the need for a new methodological formulation to its understanding. Adapting Easton's systematic framework, Sharma suggests a number of factors such as the social system, the economic system, the ecological system, the bureaucratic system, the political system, the educational system, etc., as determinants for whatever degree of representativeness is acquired by a bureaucracy, as he believes that no single factor can fully account for it.—*Reproduced from editorial.*

CAPITALISTS

SUNDARAM, JOMO KWAME. The ascendance of bureaucrat capitalists in Malaysia. *Alternatives*, 7(4) Dec. 81, p.467-90.

CASTE

AUGUSTINE, P.A. Facing caste evil in church. *Indian Express*, 4 Jan. 82, p.6.

CEMENT INDUSTRY

BHATTACHARYA, D. and S.P. PAL. Economic evaluation of cement industry in India: the question of optimal cement pricing. *Lok Udyog*, 15(7-8) Oct.-Nov. 81, p.3-12.

KOTHARI, S.S. Cement industry. *Economic Times*, 29 Jan. 82, p.5; 30 Jan. 82, p.5.

CENSUS

SINHA, J.N. 1981 census economic data: a note. *Economic and Political Weekly*, 17(6) 6 Feb. 82, p.195-203.

CHILD LABOUR

BASU, ALAKA MALWADE. Child labour: have we the right to stop it? *Statesman*, 23 Feb. 82, p.6.

CHILD WELFARE

SETHI, J.D. Child care and development strategy. *Mainstream*, 20(26) 27 Feb. 82, p.11-18.

CHINA—ECONOMIC POLICY

DEBROY, DIPAVALI. Aspects of Chinese experience in the light of economics of choice. *Economic and Political Weekly*, 17(11) 13 Mar. 82, p.399-406.

SOLINGER, DOROTHY J. Economic reform via reformulation in China: where do rightist ideas come from? *Asian Survey*, 21(9) Sept. 81, p.947-60.

CITIES AND TOWNS—GROWTH

BURNS, LELAND S. Metropolitan growth in transition. *Journal of Urban Economics*, 11(1) Jan. 82, p.112-29.

DUBSKY, ROMAN. The Asian city: the positive perspective in urban development. *Philippine Planning Journal*, 9-10(2-1) Apr.-Oct. 78, p.21-30.

CITIZEN PARTICIPATION

PLANNING and administration. *Planning and Administration*, 8(2) Autumn 81, p.5-115. (Entire issue).

Contents: Editor's note; Introduction, by Michael Elliott and Marc Douglas Draisen; Paternalism, conflict and co-production: learning from the European citizen participation experience, by Laurence Susskind and Michael Elliott; Coventry: citizen action in Britain's economically declining areas, by Hans B.C. Spiegel and Janice E. Perlman; Fostering effective citizen participation: lessons from three urban renewal neighbourhoods in The Hague, by Marc Douglas Draisen; Transportation users' movements in Paris in the 1970's, by Chester Hartman; Citizen action and participation in Madrid, by Janice E. Perlman; Metropolitan citizen coalition in Brussels receives government and citizen respect, by Donald Appleyard; Urban struggles in Copenhagen's black quadrant, by Janice E. Perlman and Hans B.C. Spiegel; citizen surveys form the basis for Camden's successful traffic re-design, by Donald Appleyard; Residents respond to renewal and gentrification in Covent Garden, by Donald Appleyard; Citizen action and industrial decline in the Docklands, by Hans B.C. Spiegel and Janice E. Perlman; Government spurs citizen participation in Helmond, by John Zeisel and David Godschalk; Self-organization in Rotterdam, by John Zeisel and David Godschalk. The initiative process used to focus public debate in Switzerland, by Chester Hartman.

CITY PLANNING

ALAM, SHAH MANZOOR. Metropolitan planning: some policy issues. *Business Standard*, 11 Mar. 82, p.5.

BHARGAVA, GOPAL. Developing national capital region. Civic Affairs, 29(3) Oct. 81, p.9-13, 17.

MUKHOPADHYAY, A. Organizational issues in urban development: West Bengal's experiments and experience. Calcutta Journal of Political Studies, 1(2) Summer 81, p.57-74.

CITY PLANNING AGENCIES

FINNEY, John. The role of local authorities. Planner, 67(6) Nov.-Dec. 81, p.154-6.

MARTYN, NICK. London's UDC (Urban Development Corporation) no respect for democracy. Town and Country Planning, 50(11-12) Nov.-Dec. 81, p.291-2,

MOTILAL, A.K. Calcutta undergoes urban renewal. Civic Affairs, 29(1) Annual number, Aug. 81, p.23-7.

CIVIL LIBERTIES

GREEN, REGINALD HERBOLD. Basic human rights needs: some problems of categorical translation and unification. Review, 27 Dec. 81, p. 53-8.

OKPALUBA, CHUKS. Judicial redress for breach of fundamental rights in Nigeria. Journal of the Indian Law Institute, 23(2) Apr.-June 81, p.190-227.

STEINER, HILLEL. Liberty and equality. Political Studies, 29(4) Dec. 81, p.555-69.

CIVIL—MILITARY RELATIONS

HUQUE, AHMED SHAFIQU. The army and the state: military intervention in the politics of Bangladesh and Pakistan. Indian Political Science Review, 16(1) Jan. 82, p.80-93.

CIVIL SERVICE

BAKSHI, RAJNI. The Indian aggrieved

service. Indian Express, 21 Mar. 82, p.V.

BANCROFT, IAN. The Civil Service in the 1980s. Public Administration, 59, Summer 81, p.139-50.

ETUK, EFIONG J. (Univ. of Calabar, Nigeria). Middle managers in Cross River State of Nigeria public service: a study of their job attitudes and work role involvement. Indian Journal of Public Administration, 27(4) Oct.-Dec. 81, p.993-1005.

Efiong J. Etuk examines the job attitudes of middle level managers in state-owned corporations, public companies and selected government ministries in the Cross River State of Nigeria in order to determine the factors that influence worker attitude in these institutions and suggests a number of implications for effective utilisation of middle management personnel.—*Reproduced from editorial.*

HARINDER Singh. (Dept. of Personnel and Administrative Reforms, New Delhi). Modelling for more humane cadre structures. Management in Government, 13(1) Apr.-June 81, p.63-78.

Majority of civil posts in Indian civil service are grouped into separate cadres or services. The purpose of this article is to analyse certain basic deficiencies in the cadre system. Some of the cadre management problems arise out of the manner in which the cadres have been managed in the past. Some cadres resort to artificial creation of a number of posts to improve promotion prospects, and this leads to role erosion. In addition to role erosion, narrow functional specialisation and barriers in communication, the cadre system also creates inter-cadre conflict. Apart from inter-cadre and sub-cadre conflict, conflict exists between various groups within a cadre, viz., promotees and direct recruits, cadre officers and deputationists, lateral entrants and normal entrants, etc. The cadre structure

must possess the attributes of openness, flexibility, adaptability, and concern for human development. Some steps to achieve these attributes are pointed out.

HOWELLS, DAVID. (Manpower Service Commission). Marks and Spencer and the civil service: a comparison of culture and methods. *Public Administration*, 59, Autumn 81, p.337-52.

Comparisons between the private sector and the civil service are usually couched in general terms and systematic comparisons based on direct experience are lacking. Here is an attempt to fill that gap. This paper attempts a detailed comparison between the civil service and Marks and Spencer in three main respects: (1) Decision-making, (2) Systems, and (3) Management, leadership and motivation. Under each heading the main characteristics of the two organisations are described and the differences between them are explained.

LALL, John. Enter the Indian AS. *Hindustan Times*, 28 Mar. 82, p.V.

Various factors have lowered the image of the once elite service known as IAS. In this article the author has examined the effects of this phenomenon on the morale and cadre and has suggested some measures to correct the distortions.

MUKHOPADHAYA, ANIRBAN. Mr. Red Tape is not all black. *Statesman*, 10 Jan. 82, p.I.

RAY, J.K. (Univ. of Calcutta). Administrative restructuring and development: Bangladesh. *Calcutta Journal of Political Studies*, 1(2) Summer 81, p.18-41.

Bangladesh now possesses one unified civil service structure of thirteen functional cadres constituting the Bangladesh Civil Service. This paper seeks to examine some important features of higher civil service restructuring during 1972-80. The major hypotheses of this paper are that restructuring substitutes

superelitism for elitism in the civil service, that it represents an uneasy compromise between different sections in the higher civil service competing long for greater opportunities of upward mobility and larger shares in the top Secretariat jobs, and that this restructuring is not likely to enhance the contribution of the civil service to economic development. The analysis indicates that restructuring is basically an offshoot of intraelite competition-cum-collusion which has occasionally used the aim of economic development to lend respectability to the glaring goal of self-aggrandisement. The restructuring is unlikely to have much impact on economic development, especially rural reconstruction.

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CIVIL SERVICE AND LEGISLATORS

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TILAK, RAGHUKUL. Bureaucrats and their bosses. *Indian Express*, 10 Mar. 82, p.6.

Our civil servants often become the willing tools of incompetent, selfish and corrupt politicians. The situation was much better in the years soon after independence but deterioration set in as years passed. There is a perceptible decline in the quality of political leadership, both at the Centre and states. There is a kind of in-built tension in the relationship between a bureaucrat and an elected political boss. Both of them must learn to respect each other's opinion and convenience. The author has dealt with the problem of friction between promotees from state civil services and direct recruits to combined all-India services, and has suggested some measures to improve the methods of recruitment and training. The bureaucrats must develop

a healthy *esprit de corps* and have to remember that they have a bigger stake in the stability, progress and well-being of the country than the politicians.

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COMMUNITY DEVELOPMENT

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In many developing countries, rural development policies that encourage cooperatives, neighbourhood-based organisations, and land reform have been ineffective in achieving development goals due to the entrenched political and bureaucratic elite. Unfortunately most of the community development programmes seem to concentrate on economic development and material betterment rather than on changing power relationship, challenging social institutions, or increasing local self-governance. This article is an attempt to discover how and why community development has been used in the past, and to formulate some ideas on prospects for community development in the future.

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CRIMINAL LAW

MAHESHWARI, S.R. (IIPA, New Delhi) Crime and punishment: failures of the police and judiciary. *Statesman*, 23 Jan. 82, p.6.

A small percentage of crimes is brought to the notice of the police and of these only a few are actually recorded. The increase in lawlessness is a matter of grave concern. Not much interest is taken in investigating the crimes. There are too many crimes, too few detections, and still fewer convictions. Reforms in police and judiciary are necessary. Prolongation of a criminal case defeats the ends of justice. Moreover the complex laws often tend to militate against the victims of crimes rather than against the criminals.

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DEBTS, PUBLIC

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The object of this paper is to review the growth and analyse the composition of public debt of State Governments in India. In this context, this paper presents a consolidated documentation of public debt of Rajasthan and its neighbouring

states, Gujarat, Madhya Pradesh, Punjab and Uttar Pradesh. The period taken for study is 1960-61 to 1978-79. While the first part of the paper deals with the growth of public debt, the second one analyses its composition.

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A colossal failure is marked in all governmental efforts to implement various time bound programmes. As there is a general consensus over the fact that government bureaucracy is incapable to meet the mute yet complex aspirations of the people, the demand for a radical change in the entire set-up is now being raised from various concerns. An empirical study was conducted in a state government Directorate. Nine disposed off files were randomly taken out from the record-room of the Directorate and were subjected to content analysis. The files dealt with various kinds of policy and executive decisions. The analysis reveals that Dealing Assistant has the most crucial role in the file. He initiates the file, furnishes all possible information related to the issue, cites rules and precedence and virtually guides the decision-making authority. It appears that if the present style of functioning is not altered, all our endeavours for growth and change are bound to be defeated.

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Contents: The problem; What price defence? by G.C. Katoch; Manpower versus sophistication, by Harbakash Singh; U.S. Arms for Pakistan, by P.C. Lal; A broad survey, by M.L. Thapan; Need for greater coordination, by Amar Vikrant; Further reading, by M.S. Limaye.

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DEMOCRACY

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AHMED, EMAJUDDIN. (Dacca Univ.). Bangladesh: development administration. *South Asian Studies*, 16(1) Jan.-June 81, p.35-60.

The success and effectiveness of development administration depends on the development orientation of the high echelons of bureaucracy. As regards

Bangladesh an attempt is made in this paper to analyse the recent policy measures undertaken to make the administrative system development oriented. The analysis proceeds in the context of administrative legacies, present system of training and the work environment the administrators operate in. The recommendations of Administrative and Services Reorganisation Committee, National Pay Commission, and Pay and Services Commission are also discussed. The training facilities are awfully inadequate and the administrative elites have continued to remain as isolated from the people as they had been in the colonial period.

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Development is at the centre of the politics of nearly every developing country of the world and the problems that confront them as they strive to accelerate economic and social progress are tremendous. In this article an attempt is made to reveal what the developing countries required for their main task of national development from the administrative stand point and how the Americans approach the development problem through the mechanism of administration. The study has three different foci; public administration, comparative public administration, and development administration. Political reform must precede the administrative reform and the two cannot be separated if goals of development are to be achieved. Ultimately momentum for development must come from within rather than from outside.

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The author notes that the powers delegated to middle managers are few and generally incompatible with their abilities. All managers especially at middle and technocrats, find themselves stuck in routine clerical jobs which are far below their calibre. The author feels that the complaint is not so much against the lack of delegation but the lack of self-confidence among themselves created by the proverbial Damocles' sword of 'public

accountability' constantly hanging above their heads.

Another major area of grievance appears to be lack of communication link between senior management and the middle managers. The delay in communication, especially on vitally important matters becomes cruciating for the involved managers. Political interference in day-to-day working of the public sector units also seems to be the major cause of most of the ills in public sector. Of course the accountability of public sector units to the state is beyond doubt, yet their independence is as important as their accountability. The author has concluded that the political interference has been the stumbling block for the management of our state enterprises and that these authorities must trust the managers with authority.—*Reproduced*.

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In 1976 three major changes occurred in the method of managing public expenditure: (1) More emphasis on Public Expenditure Survey Committee as an instrument of control, (2) Increased emphasis on the financing aspects of public expenditure rather than the real resource aspects, and (3) Wider use of cash limits to cover the major portion of public expenditure. The effects of these

changes as they have been implemented and modified by successive government administrations are analysed in this paper.

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CHATTOPADHYAY, P. Farm management. *Eastern Economist*, 78(4) 29 Jan. 82, p.318-20.

FARM PRODUCE—PRICES

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DHARIWAL, M.S. The impact of Small Farmers Development Agency in narrowing down the income inequality in rural economy: a case study of

District Amritsar. *Social Sciences Research Journal*, 2(1-2) Mar.-July 77, p.19-24.

FEDERAL AID

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In 1978, the Seventh Finance Commission reported its recommendations for federal-state financial relations in India for the five years 1979-80 to 1983-84. This article deals with the Finance Commission's approach to intergovernmental financial relations as exemplified in its report. The weaknesses in the Commission's procedures are pointed out. The lack of clear demarcation in the roles of Finance and the Planning Commission is analysed, and the resulting consequences are explained.

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DUA, BHAGWAN D. (Univ. of Lethbridge). India: a study in the pathology of a federal system. *Journal of the Commonwealth and Comparative Politics*, 19(3) Nov. 81, p.257-75.

India seems to have lost the opportunity to develop a federal system based on partnership between the centre and the states. The chief ministers, constantly frustrated and manipulated by the central leaders, can no longer depend on their own support structures to remain in power. This paper identifies

the changing federal realities by focusing on the relationship between the federal and state leadership. Centre-state leadership relations during four different leadership eras are analysed. They are: the Nehru era, 1947-64; the Shastri era, 1964-66; the Gandhi era, 1966-77; and the Desai era, 1977-79.

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SARMA, P.V. Demand for fertilisers in A.P. *Artha Vijnana*, 22(4) Dec. 80, p.528-51.

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FINANCE, PUBLIC—POLICY

BOLTHO, ANDREA. British fiscal policy, 1955-71: stabilizing or destabilizing? *Oxford Bulletin of Economics and Statistics*, 43(4) Nov.81, p.357-62.

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KIRKPATRICK. A cross section analysis of food insecurity in developing countries: its magnitude and sources. *Journal of Development Studies*, 18(2) Jan. 82, p.185-204.

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SEN, SUDHIR. Feeding India's coming billions. *Eastern Economist*, 78(3) 22 Jan. 82, p.133-7.

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FOREIGN COMMERCE

CHERUNILAM, FRANCIS. Role of VSIs (Village and small industries) in India's exports. *Khadi Gramodyog*, 28(5) Feb. 82, p.247-51.

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FOREMEN

RAMAMURTHY, S.V. The over-zealous foreman: a case study. *Indian Management*, 21(2) Feb. 82, p.57-9.

FORESTS

JHA, PREM SHANKAR. The proposed Forest Act. *Times of India*, 15 Mar. 82, p.8; 16 Mar. 82, p.6.

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GAS, NATURAL

KUNHIRAMAN, K.T. Natural gas: issues in its exploitation. *Economic Times*, 4 Mar. 82, p.5.

GOVERNMENT AND BUSINESS

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VOYTKO, JAMES M. The business: government problem. *Journal of Policy Analysis and Management*, 1(1) Fall 81, p.140-2.

GOVERNMENT ENTERPRISE

BONEO, HORACIO. Political regimes and public enterprises. *Public Enterprise*, 2(3) 81, p.49-68.

CHOPRA, O.P. (Univ. of Delhi). Identification of mission and objectives among public sector undertakings in India. *Lok Udyog*, 15(10) Jan. 82, p.7-12.

The literature on business policy suggests that survival and growth of any organisation depends upon the strategy pursued by it. The task of choosing strategy is said to be facilitated by correct identification mission and its translation into objectives for which certain guidelines are provided. In this paper an attempt has been made to evaluate the performance of public sector undertakings in identifying their mission and objectives based on the data obtained from the feed-back of their executives. Given the special circumstances within which these undertakings operate, it appears there is a need to reframe the criteria for correct specification of objectives. Judged by the standard criteria, some of these undertakings have not specified their objectives correctly which may affect their performance adversely. In fact, it appears that there is only a limited relevance of the strategy determining the performance of PSUs which is restricted to their operations in other countries, and to some extent, in domestic operations where these undertakings face competition.—*Reproduced*.

FENGYI, TANG, A further step in expanding the autonomy of stateowned enterprises. *Social Sciences in China*, 2(1) Mar. 81, p.157-68.

FERNANDES, PRAXY. "OPTIMA" (Optimal Performance Through Internal

Management Action): an ICPE approach to self-reliant public enterprise management. *Public Enterprise*, 2(2) 81, p.5-12.

FLOYD, ROBERT H. Equivalence of product tax changes and public enterprise price changes. *International Monetary Fund Staff Papers*, 28(2) June 81, p.338-74.

GUPTA, ARVIND. Public enterprises and 20 point programme. *Eastern Economist*, 78(9) 19 Feb. 82, p.471-2.

Among the various reasons to which losses in the public sector enterprises can be attributed two major causes are that prices fixed by the Government for their products are unremunerative and there is a lack of cost consciousness in these concerns at every level. To improve the functioning of the public sector units in this year of productivity, effort should be concentrated on increased capacity utilisation and generation of internal resources to cater for future expansion. This would meet the requirements of the new 20-point programme which lays stress on the profitability of public sector enterprises.—*Reproduced*.

HATHI, JAISUKHLAL, Improving performance of state level public sector undertakings. *Social Sciences Research Journal*, 2(1-2) Mar.-July 77, p.109-16.

In a developing country the public sector has necessarily to control the commanding heights to achieve the twin aims of maximisation of production and maximisation of welfare. In India, public sector is well poised for successfully undertaking and fulfilling the role of a catalyst of socio-economic change. There are many studies which exclusively focus on the operation of the Central Government undertakings but the performance of State Government undertakings has remained neglected. The important problem areas of the public sector at state level are examined in this article. The principle of financial autonomy has yet not been given its due recognition in

the official circles. Planned steps are necessary to ensure autonomy as well as accountability of these enterprises. This is the text of the inaugural address delivered at a Seminar on "Improving Performance of State Level Public Sector Undertakings", convened by the Regional Branch of IIPA at Chandigarh in March 1977.

JHA, PREM SHANKAR. Public sector autonomy. *Times of India*, 15 Feb. 82, p.8; 16 Feb. 82, p.8.

The public sector as a whole is not suffering from the malady of underpricing its products. A root and branch change in the organisation and culture of the public sector is necessary to improve the management. The salaries of public sector managers should be increased. The issue of deputationists from the IAS and allied services is examined. The government officials also sit on the boards of public enterprises. The author has analysed the extent to which the public sector has become the private fief of the bureaucracy. Mr. K.C. Khanna, till recently chairman of the Steel Authority of India, was more often right on various issues over which he clashed with the ministry. Some measures are suggested for basic changes in the structure of the public sector.

KRISHNA KUMAR. Enterprise autonomy: myths and realities. *Vikalpa*, 6(3-4) July & Oct. 81, p.173-82.

LAHIRI, BISWANATH. (Banaras Hindu Univ.) Constraints on capacity utilisation in public sector undertakings. *Yojana*, 25(24) 1 Jan. 82, p.22-3.

Degree of capacity utilisation is one of the important indicators of efficiency. The fall in capacity utilisation in key industries, where the Government has a total control, leads to decline in production of other industries. Bridging the gap between installed capacity and its utilisation needs immediate attention,

The reasons behind under-utilisation of capacity in public sector are briefly discussed.

MAHESHWARI, SHRIRAM. (I.I.P.A., New Delhi). Ecology of public enterprises in India. *Indian Journal of public Administration*, 27(4) Oct.-Dec. 81, p.1034-42.

While analysing the "Ecology of Public Enterprises in India", Shriram Maheshwari has examined the impact of various institutions and functionaries like the constitution, ministers, bureaucracy, the bureau of public enterprise, parliamentary committees, politicians and trade unions, on the functioning of public enterprises in India. These, according to him, form the ecology of public enterprises in this country and have had a tremendous effect on their efficient functioning.—*Reproduced from editorial.*

MATHUR, B.L. Capacity utilization in public sector steel plants. *Productivity*, 22(2) July-Sept. 81, p.41-9.

MATHUR, B.P. Some aspects of public enterprises in Punjab. *Social Sciences Research Journal*, 2(1-2) Mar.-July 77, p.131-42.

In personnel policy and financial management government control on public enterprises is ineffective. A new development in Punjab is the growth of public sector through subsidiary companies, which is leading to evasion of both legislative and government control. Public enterprises are merely an extension of the governmental activity and their working environments cannot be compared with private sector operations. Some measures towards improving efficiency are suggested. Financial statistics about government undertakings are presented in a tabular form. This is a revised version of the paper contributed at the Seminar on "Improving Performance of State Level Public Sector Undertakings", convened by Regional

Branch of I.I.P.A. at Chandigarh in March 1977.

MEHTA, BALRAJ. Flogging the public sector. *Amrita Bazar Patrika*, 15 Feb. 82, p.6.

RANDERIA, P.C. Public sector in a mixed economy. *Eastern Economist*, 78 (5) 5 Feb. 82, p.344-7.

The author has presented his observations under two broad categories: (1) The ground rules of mixed economy, and (2) Expectations from public sector enterprises. He has raised a question as to whether there can be any scope or rationale for denationalisation or reprivatisation. Leadership is one of the important factors in the working of public enterprises. "Politically acceptable" viewpoint appears to be on the increase. The efficiency of public enterprises should be measured in terms of results and performance which are not always the same as profits. We must not make too much of a fetish of accountability. Too many reports and explanations are sought from public sector managers from too many quarters. In a mixed economy there should be a real partnership between the public and private sectors.

ROSETE, NIEVELENA V. Behind profits and losses: the experiences of selected Philippine public enterprises. *Public Enterprise*, 2(3) 81, p.69-81.

SACHITANAND, N.N. Public sector management: an inside assessment. *Hindu*, 30 Mar. 82, p.8; 31 Mar. 82, p.8.

SANYAL, SANJIB KUMAR. Investment decisions in public sector. *Chartered Accountant*, 30(8) Feb.82, p.511-20.

SARKAR, J.B. Depreciation and working capital financing in Central government companies: an overview. *Lok Udyog*, 15(11) Feb. 82, p.17-22.

In sharp contrast to the practices in the companies operating under Private

Sector, the Central Government Companies were directed by a Circular dated 27th March, 1967 among others, not to have recourse on depreciation provision for financing their working capital requirements. The paper aims at examining the extent to which these companies in their practical operations could adhere to this specific policy of financing their working capital requirements. The discussion starts first, by highlighting the conceptual aspect of depreciation. It is then followed by the debate whether depreciation is or is not a source of fund. Finally on the basis of Reserve Bank Study on the Finances of Central Government companies covering the period from 1964-65 to 1974-75 and with the help of Fund Flow Analysis it tries to fathom the reality in this respect.—*Reproduced.*

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The public sector has not been able to project its achievements successfully and is unfairly made the whipping boy whenever the ills of the economy are discussed. Resource mobilisation and its proper utilisation in the core sector constituted the guidelines for the public sector. The private sector is unlikely to have shown equal interest in long gestation investment or low-return projects. The constraints suffered by the public sector are pointed out. Weaknesses can be discovered in both public and private sector units. The annual reports of some private sector industries regularly show a loss or reduced profits. Because of the immunity the private sector enjoys from having its affairs inquired into by a host of official committees, it is happily placed outside the pale of the public gaze. The public sector managers should attach more importance to the need to communicate with the people at large

about the difficult circumstances in which they have to operate.

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Arvind K. Sharma analyses the role of a public enterprise board as a buffer between a powerful political master at one end and an expert executive management engaged in the day-to-day administration of the enterprise on the other. This helps to ensure both administrative accountability as well as administrative performance. He suggests that as a buffer, the board performs multifarious functions like interpreting of ministerial directives and transmitting in an intelligible form the political will to the executive management. At the other end, it advises the enterprise's executive management on how best to secure the execution of the directives received from time to time from the government.—*Reproduced from editorial.*

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formance. Towards this end a number of measures are suggested. Financial data about public enterprises in Haryana is presented in tabular form. This is a revised version of a paper contributed at the Seminar on "Improving Performance of State Level Public Sector Undertakings", convened by Regional Branch of IIPA at Chandigarh in March 1977.

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Paramjit S. Sachdeva surveys the literature on the theme of institution building relating to the design of development project organisation. Applying a systems perspective the author suggests that in the complicated business of development project organisation, four broad sub-fields in the literature—organisation theory, institution building, internal development administration, and systems thinking—have much to contribute to the subject. Concepts drawn from systems thinking seem to provide the greatest potential for furnishing the reconceptualisation process in institution building.—*Reproduced from editorial.*

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JUVENILE DELINQUENCY

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LABOUR PRODUCTIVITY

RAJALAKSHMI, K. A methodology for measurement of total factor productivity at firm level in individual years. Lok Udyog, 15(10) Jan. 82, p.13-19.

LABOUR RELATIONS

NAVIN CHANDRA and CHERIAN JOSEPH. Emerging issues in labour relations. National Labour Institute Bulletin, 7(3) July-Sept. 81, p.239-54.

NIRAJ KUMAR. Industrial relations in public sector undertakings in India: maladies and the remedy. Lok Udyog, 15(7-8) Oct.-Nov. 81, p.39-45.

The public sector has a vital role to play in Indian economic strategy. There has been a phenomenal growth of public sector enterprises during the planning period. The investment in public sector rose from Rs. 55 crores to Rs. 97,500 crores in diverse aspects of country's economy. In recent times one of the major management issues which has surfaced, and has been causing deep anxiety to the top management in public sector enterprises, has been the state of deteriorating industrial relations. It was expected that the Government would serve as a model employer, but on the contrary, it is now evident that mismanagement of industrial relations has become a national malaise. In this paper the author has tried to pinpoint the main reasons for this sorry state of affairs. In his opinion, though a complete solution of industrial relations problem in the public sector is not feasible, yet the number of labour disputes can be minimised to a considerable extent, for which some practical suggestions worth implementing towards improving the

The industrial relations climate in our country have been suggested.

The discussions encompassed in this paper cover a wide range of issues which are involved in employee-management relations. The need of the hour is to relate the labour problems to economic development plans and find mutually consistent solutions within the context of the planned economic system which alone can provide solid foundations for effective industrial relations in public sector undertakings.—*Reproduced.*

LABOUR UNIONS

JOSEPH, CHERIAN. The Indian union movement: its social purpose and function. National Labour Institute Bulletin, 7(3) July-Sept. 81, p.211-16.

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There cannot be a single and satisfactory factor influencing workers' joining a union; there are many. This article focuses its attention to the understanding of "whys" of unionisation among blue collar workers of Bokaro Steel Ltd. The major objectives of the study are: (1) Who suggested the workers to join a union; (2) What were the reasons for their joining a union; (3) Incidents occurred, if any, which compelled the workers to join unions; and (4) Why did they join the particular union.

LAL BAHADUR SHASTRI NATIONAL ACADEMY OF ADMINISTRATION

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KUNDU, ABANTI. Size of land holdings and agricultural land utilization in India: some observations. *Indian Journal of Regional Science*, 13(1) 81, p.38-45.

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The work life is such that it dehumanises, social structure is such that it alienates, and family life is such that it generates dependence.

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MUNICIPAL GOVERNMENT

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OLD AGE

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OLD AGE SECURITY

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OMBUDSMAN

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Proposals to introduce ombudsman system into the Indian political system are based on an imperfect understanding of the office as it operates in Sweden. The purpose of this paper is to see whether Indian political system can provide a favourable or a hostile cultural cum-institutional environment to the Swedish type of ombudsman system and to indicate its utility in India as well as to offer a few suggestions for its successful operation in our country, if it is at all introduced. The analysis and comparison between the Indian and Swedish political cultures shows that the Indian political system cannot provide suitable environmental support to this institution. The ombudsman institution is becoming popular at state level in India, therefore a few suggestions are offered to turn the existing unfavourable environment into a favourable one.

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THARAMANGALAM, JOSEPH. The communist movement and the theory and

practice of peasant mobilization in India. Journal of Contemporary Asia, 11(4) 81, p. 487-98.

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DENTON, FRANK T. and BYRON G. SPENCER. A macro-economic analysis of the effects of a public pension plan. Canadian Journal of Economics, 14(4) Nov. 81, p.609-34.

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PERSONAL TAXES

BLOMQUIST, N. SOREN. A comparison of tax bases for a personal tax. Scandinavian Journal of Economics, 83(3) 81, p. 390-407.

PERSONNEL

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'The Establishment Officer' is the subject of a succinct and informative article by the former incumbent P.R. Dubhashi. His piece highlights the uniqueness and importance of the role of such an institution in the personnel administration system of a country like India. Dispelling the aura of authority or even of mystery surrounding the office of the Establishment Officer but, with personal insight, Dubhashi brings into sharp focus his key role in respect of 'talent hunting', 'career development', and the optimum use of the capabilities available in the civil service for national tasks.—
Reproduced from editorial.

NALBANDIAN, JOHN and DONALD KLINGNER. The politics of public personnel administration towards theoretical understanding. Public Administra-

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PERSONNEL—RECRUITING

GOEL, S.L. and BRIJ BHUSHAN GOEL. Issues and problems of recruitment in cooperative organisations: (a case study of Haryana State Co-operative Supply of Marketing Federation). Social Sciences Research Journal, 2(3) Nov. 77, p.95-114.

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STEVENS, GEORGE E. Selecting employees: how to make a gamble a better bet. Administrative Management, Oct.-Dec. 81, p.1-5.

PERSONNEL—SERVICE RATING

REGMI, NARAYAN. Managerial performance appraisal: a review. Prashasan, 12(2) Mar. 81, p.35-50.

PERSONNEL, MUNICIPAL

VERMA, P.S. (Panjab Univ.). Political perception of municipal bureaucrats in India: a case study. Social Sciences Research Journal, 3(1) Mar. 78, p.77-90.

The purpose of this study is to discuss the behavioural and attitudinal dimensions of municipal officers who come in close contact with the general public while performing their functions. The sample consisted of 131 municipal officers serving in eight municipalities located in different parts of the state of Rajasthan. These officers were contacted personally by the author, and interviewed with the help of a "Schedule" constructed for the purpose of the Study. Majority of them consider democratic institutions unsuitable to the present circumstances of our country. They favour an administrator rather than an elected body to manage municipal affairs. The officials are dissatisfied with public cooperation in their activities and want more powers to obtain needed

obedience or compliance from citizens. Most of them perceive a high degree of political interference by the elected members. What we need is a mutual sense of regard and a proper understanding between the administrative wing and the local representatives.

PERSONNEL, PUBLIC—PAY PLANS

JHA, PREM SHANKAR. Taking the country forward: significance of civil servants pay hikes. Times of India, 22 Mar. 82, p.8.

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PERSONNEL, PUBLIC-SERVICE RATING

AGGARWAL, SUMER C. Productivity of federal managers: a proposal. Management in Government, 13(1) Apr.-June 81, p.46-51.

POLICE

✓ ANANTHACHARI, T. Participative management in the police. Indian Police Journal, 28(1) July-Sept. 81, p.4-9.

BENNETT, STEPHEN and ROY WILKIE. The Management of Scottish police forces: a case for research. Police Journal, 54(3) July-Sept. 81, p.281-9.

BHUPAL, K. (Press Institute of India). The police and the media. Vidura, 18(6) Dec. 81, p.396-7, 402.

As in a democratic set-up public welfare is deemed to be the touchstone of all actions, close examination of police-public relationship is necessary. At

present mutual animus is vitiating the relationship. There is general reluctance to go to the police even to register complaints. Uncivility, inefficiency and corruption are not the exclusive preserves of the police who cannot be isolated from the national milieu. Reasons behind police inefficiency are pointed out. It is suggested that the media can and should help the public and police understand each other better. The public has a right to know what is happening around and as such communication with the press should not be discouraged.

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IYER, T.G.L. Police, public and the press. *Indian Police Journal*, 28(1) July-Sept. 81, p.37-41.

KNIGHTS, PHILIP. Ultimate command: the responsibilities of chief constables in

the 1980's. *Police Journal*, 54(4) Oct.-Dec. 81, p.331-9.

NATHOOL LAL. Police as a system of criminal justice in Japan. *Indian Police Journal*, 27(4) Apr.-June 81, p.43-55.

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ALAM, MUHAMMAD BADIUL. Recent literature on comparative political parties: a review. *Indian Political Science Review*, 16(1) Jan. 82, p.49-58.

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POLITICAL SOCIOLOGY

OLSEN, MARVIN E. Comparative political sociology. *International Journal of Comparative Sociology*, 22(1-2) Mar.-June 81, p.40-61.

POLLUTION

KRISHNAMACHARYULU, C.S.G. and H. LAJIPATHI RAI (TJPS College, Guntur). Pollution control by public enterprises. *Lok Udyog*, 15(10) Jan. 82, p.49-53.

The Public Enterprises are the major instruments for achieving rapid economic development and bringing about structural transmutation in the economy. As commercial enterprises, their prime task is optimum utilization of resources through efficient economic operations. In the larger national interest, the Government has to entrust to them certain broad non-commercial objectives as well. One amongst them is the conservation of environment and national heritages. Pollution of land, air and water is one of the national concerns and the public enterprises have a national duty to prevent the deterioration of environment and to improve the quality of life. Industrial slums and industrial effluent degrading the quality of land, air and water can be avoided by properly planning the

location of units, selection of plant equipment, processes, planning of township, etc. In this paper, the author, after examining the existing different views on pollution control of industrial enterprises and the measures taken by some of the public enterprises on conservation of environment, has suggested that the main thrust and encouragement should be from the side of the Government. Proper encouragement from the government to undertake R & D for finding better effluent treatments together with certain fiscal encouragements, etc., can provide a required impetus to the industrial concerns in this direction.—*Reproduced*.

POPULATION

AGARWAL, GOVINDA R. Population management in Nepal. *Prashasan*, 12(1) Nov. 80, p.51-62.

KAMIENIECKI, SHELDON. Leaders' and citizens' attitudes toward population growth: some explanatory factors. *Journal of Environmental Management*, 14(1) Jan. 82, p.35-44.

MAULDIN, W. PARKER. Population trends and prospects. *Development Digest*, 19(4) Oct. 81, p.23-34.

POPULATION-MIGRATION

RAO, M.S.A. Some aspects of sociology of migration. *Sociological Bulletin*, 30(1) Mar. 81, p.21-38.

POSTAL SERVICE—CENSORSHIP

INDER JIT. Postal censorship issue again. *Tribune*, 2 Mar. 82, p.4.

POVERTY

CHAMBERS, ROBERT. Health, agriculture and rural poverty: why seasons matter. *Journal of Development Studies*, 18(2) Jan. 82, p.217-38.

GUHA THAKURTA, B.K. Poverty in Calcutta, 1950-1972. *Artha Vijnana*, 22(4) Dec. 80, p.565-72.

KUNDU, AMITABH. Measurement of poverty: some conceptual issues. *Journal of Sardar Patel Institute of Economic and Social Research*, 11(1-2) June-Dec. 80, p.80-96.

RAO, V.G. and G.P. MISRA, Rural poverty: growth and determinants. *Journal of Sardar Patel Institute of Economic and Social Research*, 11(1-2) June-Dec. 80, p.203-18.

SASTRY, S.A.R. Measurement of poverty: positive and normative. *Journal of Sardar Patel Institute of Economic and Social Research*, 11(1-2) June-Dec. 80, p.117-61.

THIMMAIAH, G. Poverty in Karnataka: a socio-economic profile. *Margin*, 14(2) Jan. 82, p.27-39.

PRICE FIXING

JIANZHANG, HE, KUANG RIAN and ZHANG ZHUOYUAN. Reform of the economic structure requires industrial pricing based on production price. *Social Sciences in China*, 2(1) Mar. 81, p.120-35.

PRICES

DA, HUANG. Some problems concerning pricing. *Social Sciences in China*, 2(1) Mar. 81, p.136-56.

YI, XU and CHEN BAOSAN. On the necessity and possibility of stabilizing prices. *Social Sciences in China*, 2(3) Sept. 81, p.121-38.

PRICES—REGULATION

PRICE control. *Annals of Public and Cooperative Economy*, 52(4) Oct.-Dec. 81, p.421-539. (Entire issue).

Contents: Forewords, by Alberto Mortara; Price control in the United Kingdom, by J.D. Gribbin; Price control in Italy, by Patrizio Bianchi; Price control in Belgium, by Guy Quaden; From price

control to competition policy in France, by Jenny; Price control in Germany, by Ingo Schmidt; Summaries of the articles.

PRINCELY STATES

SAXENA, BRAJESH C. Princely heritage: the social bases of administrative and political elite in Alwar. *Emerging Sociology*, 1(1) Jan. 19, p.79-96.

PROBATION

SAHAY, G.B. Probation in India. *Indian Journal of Criminology and Criminalistics*, 1(1) Mar. 81, p.50-4.

PROBLEM SOLVING

FRIPP, J.W. Problem-solving styles. *Journal of the Operational Research Society*, 33(1) Jan. 82, p.77-9.

PROFESSIONAL ETHICS

PULPARAMPIL, JOHN. (South Gujarat Univ, Surat). Professional integrity and administrative culture. *Radical Humanist*, 45(12) Mar. 82, p.13-16.

Professional integrity implies pursuit of professional excellence and pursuit of institutional rewards by observing the norms set by the institutions concerned. In the contemporary Indian situation this integrity can be observed only at a very high costs to oneself. This situation is explained with reference to the cultural and structural factors conditioning the present Indian social life.

PROJECT MANAGEMENT

BHAT, K.S. Project organisation: an analysis of behavioural skills. *Management in Government*, 13(1) Apr.-June 81, p.52-62.

KERZNER, HAROLD. Project management in the year 2000. *Journal of Systems Management*, 39(10) Oct. 81, p.26-7.

MAJUMDAR, G.K. (Hindustan Prefab,

Ltd.) Role of organisation for effective project management. Lok Udyog, 15(11) Feb. 82, p.7-15.

Construction industry plays a very prominent role in all the developing economies which are in construction or reconstruction stages. Thus the effective and efficient running of Construction Industry is a dire need for any developing country. The key to the success of a construction project is dependent on the organisational efficiency of project team in making a coordinated and efficient use of the manpower, materials, money, machines and the management. Such coordination of all the factors of production in huge construction projects cannot be brought through rigid rules and procedures. In this paper, the author has suggested formation of a dynamic project team with adequate flexibility in attitudes when situations demand. And this needs a proper Organisation Designing of a construction company. Dealing with the aspects of the construction industry, the author has emphasised the requirements of drawing up an action plan for construction projects, project scheduling-monitoring and the need for human resource development for effective project management, and for completion of projects in time, which is a vital requirement for the developing countries. —*Reproduced.*

PRADHAN, ASHOK. Organisational design for development projects. Management in Government, 13(2) July-Sept. 81, p.164-82.

PRADHAN, BHARAT BAHADUR. A search for improvement in project planning in Nepal. Prashasan, 12(1) Nov. 80, p.1-10.

SETHI, NARENDRA K. Project management. Management in Government, 13(2) July-Sept. 81, p.144-54.

PROPERTY—ASSESSED VALUATION

BASU, KALI PRASAD. Valuation and

assessment. Calcutta Municipal Gazette, 99(14) 5 Dec. 81, p. 2363-7.

PROPERTY TAXES

BIRD, RICHARD M. and ENID SLACK. Can property taxes be reformed? reflection on the Ontario experiences. Canadian Public Administration, 24(3) Autumn 81, p.469-85.

BLOOM, HOWARD S. and HELEN F. LADD. Property tax revaluation and tax levy growth. Journal of Urban Economics, 11(1) Jan. 82, p.73-84.

PUBLIC ADMINISTRATION

CHATURVEDI, T.N. (Home Secretary). Value orientation in human problem solving: management in government. Management in Government, 13(2) July-Sept. 81, p.107-16.

Value orientation motivates and moves men with a sense of purpose. The aspects of management in government are briefly pointed out. There should be consistency, continuity and stability in policy making and its basic goals should be to maximise administrative capability, to mobilise resources for development and thus to maximise public satisfaction. The problem of ethical conduct arises due to the misuse of power and authority possessed by the people in government. Comprehension and realisation of certain essentials by the administration can check the declining morals and the erosion of values. Apart from professionalisation, development of social sensitivity is more important in government. The administration has to be attuned to the ideals of social change and development with economic justice. The administration should be made responsive and responsible but its sense of self-esteem should not be denegated.

DOBELL, RODNEY and DAVID ZUSSMAN. An evaluation system for government: if politics is theatre then evaluation is (mostly) art. Canadian

Public Administration, 24(3) Autumn 81, p.404-27.

HENDERSON, KEITH M. From comparative public administration to comparative public policy. *International Review of Administrative Sciences*, 47(4) 81, p.356-64.

HICKS, MICHAEL. 'Evaluating evaluation in today's government': summary of discussions. *Canadian Public Administration*, 24(3) Autumn 81, p.350-8.

KUKLAN, HOOSHANG. (North Carolina State Univ.). The administrative system in the Islamic Republic of Iran. *International Review of Administrative Sciences*, 47(3) 81, p.218-24.

The active and militant involvement of the civil bureaucracy in the Iranian revolution is briefly reviewed. The revolution replaced the monarchical system which was in existence for over twenty five centuries. This article is an attempt to examine the notable departures in the Islamic Republic from the realities and practices of the old regime. The issues examined are: primacy to employees' needs over merit in the administrative system, politicisation of the public bureaucracy, a wave of purges in government agencies, acceleration of the bureaucratisation process, multiplicity of decision-centres, migration of skilled manpower, etc.

MUKHERJEE, B. Public Administration in ancient India. *Calcutta Journal of Political Studies*, 1(2) Summer 81, p.119-32.

MURRAY, DAVID J. (Open Univ.). Microstates: public administration for the small and beautiful. *Public Administration and Development*, 1(3) July-Sept. 81, p.245-56.

Microstates can easily be dismissed as of peripheral interest and importance yet their number gives them a growing significance. One symptom of their

marginal situation is that in the literature of public and development administration the circumstances of microstates have been largely overlooked, and the assumption made that administrative prescriptions can be applied in states irrespective of their size. In practice in microstates there has been improvisation and experiment designed to develop administration appropriate to small states, and though judged in conventional terms much of this innovation may be criticized, it is argued in this article that attention should be given to it as a constructive attempt at coping with the problems of small scale.—*Reproduced*.

POWELL, BOB. Is management services failing in the public sector? *Management Services*, 25(11) Nov. 81, p.20-3.

RIZOS, E. JOHN. (International Development Studies, Athens). Crisis in governance: salient features of Greek public administration. *Indian Journal of Public Administration*, 27(4) Oct.-Dec. 81, p.1006-18.

E. John Rizos examines the institutional capability of the Greek public administration for dealing with new demands in the undertaking of long-term commitments within the economic and social framework of the European Economic Community as a result of Greece's entry into the Community. With the help of a number of case studies, Rizos suggests some cautions, decisive steps—like opening up of government, increased participation in decision making, orienting the administrative body to become more sensitive to public needs, etc.—*Reproduced from editorial*.

ROGERS, H.C., M.A. ULRICH and K.L. TRAVERSY. Evaluation in practice: the state of the art in Canadian governments. *Canadian Public Administration*, 24(3) Autumn 81, p.371-86.

RUDRA, DIPAK. Is our administration human? *Amrita Bazar Patrika*, 25 Feb. 82, p.6.

SINGH, B.P. Political culture and public administration in the national value system: the Indian scenario. *Indian Journal of Public Administration*, 27(4) Oct.-Dec. 81, p.1043-54.

B.P. Singh has examined the relationship between political culture, public administration and the national value system in India. Several value indices, such as the national integration ethos, secularism, culture, modernisation, etc., play a prominent part in shaping the political culture that affect the functioning of public administration in this country. He concludes that culture could be used as a form of power and latent energy. India has virtually unlimited reservoir of this energy: and culture if freed from dogma and properly articulated, can accelerate the process of social change. Administrators could provide the patent catalytic force to harness this cultural energy, provided one succeeds in forging culture and administration into instruments of social change.—*Reproduced from editorial.*

PUBLIC ADMINISTRATION— STUDY AND TEACHING

BRADY, JAMES R. Improving the teaching of administration: counsel and confusion from the literature. *Chinese Journal of Administration*, May 81, p.1-8.

PUBLIC DISTRIBUTION SYSTEM

GOPALAKIRSHNAN, I. Strengthening public distribution. *Yojana*, 26(5) 16 Mar. 82, p.27-8.

SHANKARIAH, A., OJHA GHANSHYAM DAS and R. SADANANDAM. Problem of public distribution system. *Yojana*, 26(3) 16 Feb. 82, p.17-18.

SINGH, BHANU PRATAP. Food distribution: scope for reduction of costs. *Statesman*, 19 Feb. 82, p.6.

VOHRA, GAUTAM S.G. Shortcomings of fair price shops. *Times of India*, 22 Jan. 82, p.8.

PUBLIC GOODS

MORI, TORU. On the existence of satisfactory dynamic revelation processes for public good provision. *Scandinavian Journal of Economics*, 83(3) 81, p.429-43.

PUBLIC POLICY

BEHN, ROBERT D. Policy analysis and policy politics. *Policy Analysis*, 7(2) Spring 81, p.199-226.

DIAMANT, ALFRED. Bureaucracy and public policy in neocorporatist settings: some European lessons. (review article). *Comparative Politics*, 14(1) Oct. 81, p.101-24.

MASCARENHAS, R.C. Policy science. *Management in Government*, 13(1) Apr.-June 81, p.3-17.

MAY, PETER J. Hints for crafting alternative policies. *Policy Analysis*, 7(2) Spring 81, p.227-44.

RABINOVITCH, ARTHUR. The political dimension: what information should officials provide to assist ministerial policy making? *Management in Government*, 13(1) Apr.-June 81, p.29-45.

The author has developed a basic model of policy making in the Canadian parliamentary system and it forms the basis for subsequent discussion and introduction of many of the underlying concepts. The Minister's objectives and perspective, his view of policy making, and the nature of information provided to him are examined. There is also an examination of official's view of policy making and of the kinds of information that should be provided by officials to their Ministers.

SIVARAMAN, B. Policy formulation in

government. Management in Government, 13(1) Apr.-June 81, p.18-28.

PUBLIC RELATIONS

NARASIMHA REDDI, C.V. Towards scientific public relations. Vidura, 19(1) Feb. 82, p.3-5.

TANDON, V.C. PR's role in the public sector. Vidura, 19(1) Feb. 82, p.7-9.

PUBLIC WELFARE

CAMPBELL, T.D. Counter-productive welfare law. British Journal of Political Science, 11(3) July 81, 331-50.

WHITELEY, PAUL. Public opinion and the demand for social welfare in Britain. Journal of Social Policy, 10(4) Oct. 81, p.453-76.

RADIO BROADCASTING

BARUAH, U.L. Free to be creative: enough scope within restraints. Statesman, 18 Jan. 82, p.6.

MALIK, IQBAL. Free to be creative: promoting the person and party. Statesman, 19 Jan. 82, p.6

RAILWAYS

AGARWALA, VIRENDRA. Railway budget: mixed up priorities. Business Standard, 18 Mar. 82, p.5.

BAPAT, SHAILAJA. Railway finances: macro-view must be basic policy. Economic Times, Mar. 82, p.5.

BEDI, P.N.S. National policies and railways. Mainstream, 20(23) 6 Feb. 82, p.5-6,31.

BEDI, P.N.S. Railway efficiency. Hindustan Times, 18 Jan. 82, p.9.

BEDI, P.N.S. Railways: need for new approach. Mainstream, 20(26) 27 Feb.82, p.5-6.

DAYAL, R. Indian railways: a perspective. Hindustan Times, 27 Feb. 82, p.9.

GUJRAL, M.S. Railway: a year of recovery. Eastern Economist, 78(3) 22 Jan. 82, p.157-61.

JHA, PREM SHANKAR. Starving the railways: repeating mistakes of the sixties. Times of India, 1 Feb 82, p.8.

KHOSLA, G.S. Railway budget: absence of long-term perspectives. Statesman, 24 Mar. 82, p.6.

KHOSLA, G.S. Railway finances: need to raise additional revenue. Statesman, 20 Feb. 82, p.6.

KHOSLA, G.S. Railways and the energy crisis. Indian Express, 15 Feb. 82, p.6.

KISHAN RAO, S. The ailing Indian railways. Economic Almanac, 1(4) Dec. 81, p.24-35.

KISHAN RAO, S. Sharing gains in productivity: a case study of Indian railways 1951-80. Indian Journal of Labour Economics, 24(4) Jan. 82, p.52-70.

NACHANE, D.M., M.J. MANOHAR RAO, V.V. SUBBARAO and AJIT V. KARNIK. Forecasting freight and passenger traffic on Indian railways: a generalized adaptive-filtering approach. Indian Economic Review, 29(2) Oct.-Dec. 81, p.98-116.

PARANJAPE, H.K. Rehabilitating the railways. Times of India, 1 Mar. 82, p.8; 2 Mar. 82, p.8.

RAJAGOPALAN, S. Unbusinesslike operation. Hindu, 12 Jan. 82, p.8.

RAMAMOHAN RAO, T.V.S., S. SRIRAMAN and S.P. PALANISWAMY. Disequilibrium in the supply of rail freight services. Lok Udyog, 15(7-8) Oct.-Nov. 81, p.13-20.

SRICHAND, SAHETIYA. Railway finances: deterioration in 1981-82. *Economic Times*, 20 Feb. 82, p.5.

UMMAT, R.C. A tough railway budget. *Eastern Economist*, 78(8) 26 Feb. 82, p.503-6.

RAJASTHAN FINANCIAL CORPORATION

BATRA, VINOD. Financial structure of Rajasthan Financial Corporation. *Prashasika*, 9(3) July-Sept. 80, p.83-90.

REFUSE COLLECTION

PRAMOD SINGH. City refuse; Varanasi: a case study. *Civic Affairs*, 29(4) Nov. 81, p.23-31; 29(5) Dec. 81, p.31-3.

REGIONAL PLANNING

HEGGADE, ODEYAR D. Hill area development: some issues. *Yojana*, 25(17) 16 Sept. 81, p.20-1.

KAYASTHA, S.L. and RAM BABU SINGH. Regional development through social planning: a micro level case study from India. *Indian Journal of Regional Science*, 13(1)81, p.28-37.

RICHARDSON, N.H. Insubstantial pageant: the rise and fall of provincial planning in Ontario. *Canadian Public Administration*, 24(4) Winter 81, p.563-85.

SIVARAMAN, B. Development of backward areas. *Yojana*, 25(16) 1 Sept. 81, p.13-16.

RESEARCH

BROWN, RAY L. You have done research: whether you know it or not. *Government Accountants Journal*, 30(3) Summer 81, p.46-9.

ROSSI, PETER H. and RICHARD A. BERK. An overview of evaluation

strategies and procedures. *Human Organization*, 40(4) Winter 81, p.287-99.

RETIREMENT

MIKELMAN, STEVEN L. Is a retirement program within your budget? *Training and Development Journal*, 35(10) Oct. 81, p.52-6.

SEROW, WILLIAM J. Demographic and reeonomic considerations for future retirement policy. *Policy Analysis*, 7(2) Spring 81, p.143-51.

RETIREMENT PLANS

BOCKSON, ROBERT R. and JACK O. VANCE. Retirement in peril: inflation and the executive compensation program. *California Management Review*, 23(4) Summer 81, p.87-94.

ROADS

SINGH, Y. Surchandra. Development of transport and communication in Manipur. *Yojana*, 25(17) 16 Sept. 81, p.11-14.

ROADS—LIGHTING

KAGALWALA, R.A. The high pressure sodium vapour lamp: the most talked about light source today. *Civic Affairs*, 29(1) Annual number, Aug. 81, p.153-5.

MATHUR, M.B.L. Separate maintenance department for streetlighting. *Civic Affairs*, 29(3) Oct. 81, p. 31-2.

RURAL DEVELOPMENT

ALI, SHEIKH MAQSOOD. (National Institute of Public Administration, Dacca). Batasan-Durgapur rural development format. *Voluntary Action*, 24(7) Feb. 82, p.295-9, 301.

Although there are a few big landlords in Bangladesh the distribution of land is still quite skewed. The number of landless households is fast increasing and

a large number land-owners are absentee landlords. This paper gives an account of how late Noor Mohammad Mondol, a modest farmer and a social-minded community worker in the village of Batasan-Durgapur in Rangpur district, tried to meet the situation through community efforts during 1973-79. The achievements in food production, birth control, adult education, settlement of village disputes, etc. are explained, and main features of the strategy adopted are listed.

BHARGAVA, GOPAL. (Town and Country Planning Organisation, New Delhi). Rural settlement planning: growth centre approach. *Khadi Gramodyog*, 28(2) Nov. 81, p. 129-34.

Central villages should be spotted in such a manner that they can cater to the needs of the adjoining villages. A score of villages can effectively function into a unity of a growth centre. Any planning programme is futile unless an overall inter-relationship between the lowest category of the settlement, namely, the village, the medium-sized town, the large town and metropolitan centres is properly established.

BORAYAN, M.P. Need for rural development education. *Kuruksheetra*, 30(7) 1 Jan. 82, p.10-11.

CREEVEY, LUCY E. Planning for integrated rural development: community shops in Sri Lanka. *Community Development Journal*, 16(3) Oct. 81, p.212-20.

DUBHASHI, P.R. (Ministry of Agriculture). Policy making in government with special reference to agriculture and rural development. *Management in Government*, 13(2) July-Sept. 81, p.117-27.

In a broad sense policy making is conditioned by the Constitution, the plans and the political manifesto, but specific policies in various sectors are influenced by reports of various commis-

sions and committees from time to time. The influence of various factors on policy making in the sphere of agriculture and rural development is examined in this paper. The principal policy landmarks in this area are discussed. They are: National extension service combined with the community development programme, Panchayati raj, Integrated system of cooperative credit and marketing, small farmer/marginal farmer/agricultural labourers development agency programme, Intensive agricultural development programme and intensive agricultural area programme, New strategy of agricultural development, Command area development, Drought prone area programme, 20-point programme, and Agricultural Prices Commission. It seems that policy formulation in agriculture and rural development has always been based on study and investigation.

GUPTA, ANIL K. (I.I.P.A., New Delhi) "Social effects" of rural projects: monitoring through people's participation. *International Review of Administrative Sciences*, 47(3) 81, p.241-51.

The implementation of a project initiates a chain of reactions in society the moment its conception is announced. Thus the challenge before the project planner is not only to anticipate the technical dimensions of the project, but also the social effects of the project which may help achieve or defeat the project objectives. This paper seeks to present a conceptual discussion on the social effects monitoring. Part one includes a brief review of literature. Part two describes the problem and relates it with the rural social system. Part three presents the new paradigm on the MOSED (Monitoring of Social Effects of Developmental Project) approach and raises some issues regarding its relevance. In the end the lessons of this discussion are synthesized.

HABIBULLAH, E. Basis for rural development. *Mainstream*, 20(29) 20 Mar. 82, p.31.

JOSHI, NAVIN CHANDRA. Rural development through banks. *Kurukshetra*, 30(7) 1 Jan. 82, p.7-9.

KARORI SINGH. (Univ. of Rajasthan, Jaipur). Rural development in Bangladesh: projections and paradoxes. *South Asian Studies*, 16(1) Jan.-June 81, p.61-82.

The key to economic development in Bangladesh lies in the development of the villages as the country is overwhelmingly rural. The process of rural development in Bangladesh is based, determined, and directed by agricultural settlement and productivity. The author has briefly discussed the history of the idea and practice of rural development as it grew in Bangladesh. For some time during 1960's, the Comilla Programme did boost agricultural production and raised hopes among small farmers, but soon after, the Programme came to be dominated by big farmers, largely owing to contradictions of the class structure at all levels. The level of development of an average Bangla Deshi has been quite low both in absolute terms and in relation to his West Pakistani counterpart. The important variables in determining the pattern of rural development are analysed. They are: political-historical legacies, land structure, agrarian relations, mechanisation of agriculture, fertilizer consumption, etc. Unless the villagers themselves come forward for the development of the village, the objective of rural development may remain elusive.

MATHUR, J.M. How IRDP is changing the rural scene. *Kurukshetra*, 30(7) 1. Jan. 82, p.12-13.

MIRZA, MANZOOR. Rural development strategy in Punjab. *Local Government*, 12(12) Nov.-Dec. 81, p.1-2.

NIYOGI, CHANDRA BHANU. Education and rural development. *Khadi Gramodyog*, 28(5) Feb. 82, p.244-6.

PADMANABHA RAO, I.A. and J.

GOURIPATHI. An integrated approach to rural reconstruction. *Kurukshetra*, 30(7) 1 Jan. 82, p.14-16, 18.

PANT, DHRUBA. Integrated rural development projects in Nepal: an appraisal. *Prashasan*, 13(1) Nov. 81, p.25-37.

PATEL, A.R. Rural development: planning and implementation. *Kurukshetra*, 30(7) 1 Jan. 82, p.4-6.

PATEL, USHA. Integrated rural development. *Business Standard*, 7 Jan. 82, p.5; 8 Jan. 82, p.5.

This is an attempt to suggest an innovative approach to draw up a result-oriented action-plan with a built-in mechanism and needed policy shift to reduce the shortcomings of the Integrated Rural Development Programme. Various steps this action-plan should incorporate are described. Demonstration of proven technology, continuous training and technical guidance should form a part of the development programme. Industrial houses and voluntary associations should be associated with this programme. Provision of minimum needs should be an integral part. Rural resources can be profitably exploited if community assets are created and well managed. Instead of predetermined targets credit estimates should be prepared on the basis of demand-based survey. Eligible beneficiary families should be identified by studying their assets, liabilities and skills. Apart from a simplified lending procedure an effective machinery should be set up to supervise the end use of credit.

QAYUM, M.A. (National Institute of Rural Development, Hyderabad). Rural development administration in India: a broad survey. *Prashasnik*, 9(4) Oct.-Dec. 80, p.1-15.

As more than eighty per cent of India's population lives in rural areas, an answer to poverty and unemployment has to be found in the rural sector. Though

rural development forms an integral part of the five-year plans, Indian experience in rural development has been multi-dimensional and evolutionary. The changing spectrum of the policies and programmes highlight the administrative problems encountered in their implementation and the solutions worked out from time to time. A number of special target group-oriented programmes were taken up during Fourth and Fifth Plans. Integrated Rural Development Programme (IRDP) taken up in 1978, aims at coordinated efforts of all the departments in the development of agriculture and allied sectors. It provides for individual beneficiaries, infrastructure development and support to credit institutions. IRDP has been extended to all the development blocks and its success depends upon active participation of the people and utilisation of voluntary agencies' services.

RAJU, B. YERRAM. (State Bank of India Staff Training Centre, Kakina da). IRDP (Integrated Rural Development Programme) cluster approach lacks lustre. *Eastern Economist*, 78(2) 8 Jan. 82, p.70-2.

Integrated Rural Development Programme has been extended to all the blocks in the country but the progress is tardy. The whole exercise has become complex and a number of problems have plagued the operation of the programme. In this article the author has spelled out some of the measures and improvements which may give teeth to the programme and help the rural poor to come above the poverty line in the foreseeable future.

RAMAKRISHNAN, A. Integrated rural development: need to avoid pitfalls. *Yojana*, 25(19) 16 Oct. 81, p. 21-2.

The main reason for the failure of the area oriented schemes is that the benefits do not flow to the right persons. The Government procedure also works

against the interest of the rural poor. As regards the target oriented approach, due to various defects in the present set-up the real benefits do not percolate to the lowest rung of the society. A village-wise list of all the beneficiary families should be prepared. It will constitute the basic data bank and action plan can be prepared for individual families on the basis of this information. Rapport should be established and maintained with the beneficiary for the success of the rural development schemes. Development machinery should be separated at the block-level and be relieved of all the administrative responsibility. The help of voluntary agencies should be taken as an advisory body at the district level.

RONDINELLI, A. DENNIS and MARVIN B. MANDELL. (Syracus Univ.). Meeting basic needs in Asia. *Public Administration and Development*, 1(2) Apr.-June 81, p.133-50; 1(3) July-Sept. 81, p.189-209.

Question concerning the distribution of income and wealth, and access to services have attracted increased attention during the 1970s to complement the earlier emphasis on the promotion of macro-economic development. This article provides a comparative review of service needs in Asia. It presents an inventory of the types of services provided by, or through government, and assesses their adequacy for rural development. It explores problems with mobilizing resources and delivering services, and it identifies arrangements that appear most effective. The article emphasizes the problem of extending the coverage, and increasing the quality, of social and productive support services for vast rural populations and it stresses that more appropriate ways must be found of delivering services that are needed. In nearly all Asian countries services available to rural populations are inadequate and inappropriate. Improvement is crucial not only to fulfilling basic human needs, but for raising productivity and generat-

ing more broadly based economic development. This article reviews the types of obstacles in the way of improving service delivery, and assesses the strengths and weaknesses of the major institutional arrangements for delivering services. In the light of this review the article identifies four issues of major importance, first, the priority to be given to providing social and productive services; second, the most appropriate approach to delivering social and productive services; third, how to finance social services more effectively; and finally what alternative means there are of improving the administration of services.--*Reproduced.*

ROUTRAY, JAYANT K. and MANJURANI PATNAIK. Transformation of rural habitat: concept and approach. *Kurukshetra*, 30(8) 16 Jan. 82, p.4-7, 11.

ROY, BUNKER. Integrated rural development. *Hindustan Times*, 2 Jan. 82, p.9.

The Integrated Rural Development Programme launched in 1978-79 is an attempt to integrate various existing programmes to reduce unemployment and provide assets and inputs to the rural poor. In this article the report of Ministry of Reconstruction for the year 1979-80 is analysed to point out that is essential to decrease the communication gap between the Government and the rural poor. For proper implementation of the programme the grassroot workers of various departments should be brought together. The people should be given the power to plan and implement.

ROY, BUNKER. The Tilonia experiment: reaching the rural 'unreached'. *Statesman*, 7 Feb. 82, p.6.

The aims and methods of the Social Work and Research Centre at Tilonia village in Rajasthan are described. This Centre started nearly a decade ago has become a big rural based organisation

of over four hundred specialists, professional and para-professional, spread over several states. Tilonia's target group has always been the rural poor. The villager is not only the planner but implementor also. All programmes are designed to reach to the "unreached".

ROY, BUNKER. Voice of the villages. *Statesman*, 31 Jan. 82, p.6; 1 Feb. 82, p.6.

We have preconceived notions on rural development and they are alien to the Indian situation. There is a vast gap between the planner and implementor. Proper sentiments about people's participation are expressed in Plan documents but are not adequately translated in practice. Participation demands interchange of ideas and respect for each other's views. Those who live below the poverty line should be the target group and they should be reached without intermediaries. The last word in participation is when the community is prepared to pay for a service and support it entirely. The knowledge, skills and experience of poor people in socio-economic matters can prove valuable in better planning at the top. Development process and political awakening are closely interlinked. Proper environments have to be created to encourage poor people to take their own decisions.

RURAL development (A feature). *Economic Times*, 27 Feb. 82, p.I-III.

Contents: Rural development programmes: problems of implementation; The role of business, by M.S. Patwardhan; Rural development: helping hand by Tata Steel; Role of Bombay Chamber of Commerce and Industry, by B.P. Gunaji; Programmes make little headway, by Surekha Sule; ACIL-Navasarjan Rural Development Foundation and rural development, by Bhupat J. Trivedi; KARMA: an experiment in rural development, by Patricia Ghokhale.

SINGH, ABHIMANYU. Integrated rural development programme. Yojana, 25(3) 16 July 81, p.15-17.

Integrated Rural Development programme launched in 1978 is designed to generate full employment in rural areas through intensification of development programme suited to locally available resources and manpower skills. But its execution is hampered by a number of limiting factors. Several reasons behind the sluggish start are analysed and the performance of the programme in Bihar is briefly discussed.

SINGH, S.P. (Bhagalpur Univ.) Rural development administration in India. Calcutta Journal of Political Studies, 1(2) Summer 81, p.83-100.

The panchayati raj institutions have failed in enlisting popular participation in the planning and execution of programmes, projects and schemes meant for development of the rural poor. The purpose of this paper is to highlight the inadequacies of the panchayati raj strategy of rural development. Adequate strengthening and reorganisation of these institutions should be effected. The emphasis should be on the participatory aspect. Unless the leadership of panchayati raj institutions really passes into the hands of deprived sections of the community, benefits of development efforts are unlikely to reach them. Quickest possible politicisation and unionisation of the rural poor is essential to secure their participation in the local decision process. Moreover the weaker sections should be made aware of their rights conferred by the existing laws.

SIWAL, B.R. (National Institute of Public Cooperation and Child Development, New Delhi). Rural development and public cooperation. Kurukshetra, 30(11) 1 Mar. 82, p.6-9.

The fruits of economic development have not reached the rural poor. One of

the root causes behind this phenomenon is lack of public co-operation or people's participation in various development programmes. Public cooperation is a process based on principles of participatory democracy in which the people, people's institutions, voluntary organisations and governmental agencies work together to achieve the goals of development. There is no limit to the scope of public cooperation and the people should be taught that only self-development can bring about revolutionary change in their quality of life. The author has briefly pointed out the different ways in which the voluntary agencies and panchayati raj institutions can play their role in rural development. People will cooperate and participate in development programmes when their wishes are ascertained at all stages of planning.

TAYLOR, ALAN J. From Nicaragua: experiences with a model for assessing small scale rural development projects. Public Administration and Development, 1(3) July-Sept. 81, p.225-34.

RURAL URBAN MIGRATION

BANERJEE, BISWAJIT. Rural-urban migration and family ties: an analysis of family considerations in migration behaviour in India. Oxford Bulletin of Economics and Statistics, 43(4) Nov. 81, p.321-55.

SAVING AND INVESTMENT

DATTA, BHABATOSH. Domestic savings and plan resources. Man and Development, 3(4) Dec. 81, p.9-20.

SCHEDULED CASTES

PARVATHAMMA, C. The weaker sections of society: the scheduled castes in India. Sociological Bulletin, 30(1) Mar. 81, p.54-72.

SCIENCE AND STATE

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technology, and humanism. Soviet Review, 22(3) Fall 81, p.50-67.

RAO, P.R.K., K.S. GANDHI and P.N. KAUL. Science and technology as an ideology. Seminar, (269) Annual, Jan.82, p.66-71.

SEN, SWAPAN KUMAR. Shift in science policy: imported technology at what price? Business Standard, 21 Jan. 82, p.5.

SECRET SERVICE

GURU DEV, S. Security in North-East: deficiencies of intelligence set-up. Statesman, 26 Mar. 82, p.6.

SECULARISM

MATHUR, I.S. The religious brand of secularism in India. Political Change, 4(1) Jan.-June 81, p.68-73.

SEPARATION OF POWERS

MASALDAN, P.N. Executive-legislative relations in India: reflections on the question of restructuring. Indian Journal of Political Science, 42(1) Jan.-Mar. 81, p.1-17.

SEWAGE TREATMENT

KASHI PRASAD. Municipal waste-water and public concern. Civic Affairs, 29(1) Annual number, Aug. 81, p.51-3.

KHAMBATI, G.F. Schemes for waste water disposal for Greater Bombay area. Civic Affairs, 29(1) Annual number, Aug. 81, p.55.61.

SLUMS

MURTY, T.N. and B.N. RAO. Slums: a study in perspective. Civic Affairs, 29(2) Sept. 81, p.21-7.

SOCIAL CHANGE

TARLOK SINGH. Social change and

the political process. Radical Humanist, 45(11) Feb. 82, p.55-9.

SOCIAL POLICY

CULYER, A.J. Economics, social policy and social administration: the interplay between topics and disciplines. Journal of Social Policy, 10(3) July 81, p.311-29.

EDWARDS, JOHN. Subjectivist approaches to the study of social policy making. Journal of Social Policy, 10(3) July 81, p.289-310.

SOCIAL SCIENCES

ATAL, YOGESH. Social sciences in Asia. Emerging Sociology, 2(2) Feb. 80, p.8-38.

SOCIAL SCIENCES—PERIODICALS

RODMAN, HYMAN and JAY A. MANCINI. The publishing patterns of eminent social scientists. Sociology and Social Research, 65(4) July 81, p.381-9.

SOCIAL SCIENCES—RESEARCH

AKINCHAN, S. and SYED ALI IMAM. Measuring anomie among young intellectuals: the case of research workers. Journal of Social and Economic Studies, 6(1) Mar. 78, p.1-12.

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BECK, BERTRAM. Social work's future: triumph or disaster? Social Work, 26(5) Sept. 81, p.367-72.

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LELE, JAYANT K. Indian sociology

and sociology in India: some reflexions on their being. *Sociological Bulletin*, 30(1) Mar. 81, p.39-53.

RAGIN, CHARLES C. Comparative sociology and the comparative method. *International Journal of Comparative Sociology*, 22(1-2) Mar.-June 81, p.102-20.

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WALTON, JOHN. Comparative urban studies. *International Journal of Comparative Sociology*, 22(1-2) Mar.-June 81, p.22-39.

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DEUTSCH, KARL W. The crisis of the state. *Government and Opposition*, 16(3) Summer 81, p.331-43.

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JOHN, V.V. Choosing student leaders. *Indian Express*, 16 Feb. 82, p.6.

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GHORPADE, JAI and JAMES R. LACKRITZ. Influences behind neutral responses in subordinate ratings of supervisors: a methodological note. *Personnel Psychology*, 34(3) Autumn 81, p.511-22.

SUPREME COURTS

ROPER, ROBERT T. The gag order: asphyxiating the first amendment. *Western Political Quarterly*, 34(3) Sept. 81, p.372-88.

SAHAY, S. The other side of the picture. *Statesman*, 25 Feb. 82, p.6.

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LITECKY, CHARLES R. Systems development for small governments. *Governmental Finance*, 10(3) Sept. 81, p.11-17.

VICKERS, GEOFFREY. Systems analysis: a tool subject or judgement demystified? *Policy Sciences*, 14(1) Dec. 81, p.23-9.

TAXATION

AGARWALA, VIRENDRA. Need for equitable tax structure. *Eastern Economist*, 78(6) 12 Feb. 82, p.416-17.

CHARAT RAM. Taxation: structural change in 6th Plan. *Economic Times*, 25 Jan. 82, p.7.

GOODE, RICHARD. Some economic aspects of tax administration. *International Monetary Fund Staff Papers*, 28(2) June 81, p.249-74.

JHA, PREM SHANKAR. Who rules whom: the class bias of direct taxation. *Times of India*, 8 Feb. 82, p.8.

JHAVERI, N.J. Rates of taxes: are high levels of revenue productive? *Economic Times*, 16 Feb. 82, p.5.

TAXATION—INCIDENCE

BARON, DAVID P. and ROBERT FORSYTHE. Uncertainty and the theory of the tax incidence in a stock market economy. *International Economic Review*, 22(3) Oct.81, p.567-76.

TAXATION, DIRECT

JAIN, ANIL KUMAR. Central direct taxation: administrative problems. *Eastern Economist*, 78(6) 12 Feb. 82, p.408-15.

TEACHERS—EDUCATION

SARA, NATHIR G. Teacher education as a framework for reducing authoritarianism. *Human Relations*, 34(4) April 81, p.269-82.

TECHNICAL ASSISTANCE, INDIAN

BHAT, TARANATH. Indian overseas joint ventures with special reference to

Sri Lanka. Man and Development, 3(4) Dec. 81, p.170-90.

PANDA, RAJARAM and K.S. MALLICK. Indo-Japanese economic collaboration in the field of joint ventures and third country participation. Man and Development, 3(4) Dec. 81, p.134-55.

SOUNDARARAJAN, P. Technology transfer to Burma. Lok Udyog, 15(11) Feb. 82, p.45-8.

TECHNOLOGY

FRANKEL, EUGENE. Energy and social change: an historian's perspective. Policy Sciences, 14(1) Dec. 81, p.59-73.

PION, GEORGINE M. and MARK W. LIPSEY. Public attitudes toward science and technology: what have the surveys told us? Public Opinion Quarterly, 45(3) Fall 81, p.303-16.

RAGHAVAN, C. Bridging North-South technology gap. Mainstream, 20(24) 13 Feb. 82, p.15-18; 20(25) 20 Feb. 82, p.15-16.

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DUVVURI, SUBBARAO. Technology transfer. Economic Times, 24 Feb. 82, p.7; 25 Feb., p.5.

JHA, L.K. Technology: second thoughts on imports. Economic Times, 26 Feb. 82, p.5.

SPIELMAN, JIM D.B. Developing strategy for transfer of technology. Training and Development Journal, 35(10) Oct. 81, p.79-83.

THAVARAJ, M.J.K. Technology policy and self-reliance. Social Scientist, 10(2) Feb. 82, p.56-62.

TELEPHONE

RAMESH, JAIRAM. Mounting

telephone mess: remedy worse than disease. Times of India, 6 Mar. 82, p.8.

TOURIST TRADE

PRADHAN, PRACHANDA. Social impact of tourism in Nepal. Prashasan, 12(3) July 81, p.25-43.

TRAFFIC

DUCKERT, DIETER MARK. Traffic problems in Manila: from a city planner's point of view. Philippine Planning Journal, 9-10(2-1) Apr.-Oct. 78, p.7-20.

TRAINING

ALROMAITHY, ABDULHAMIED and ANGUS REYNOLDS. A new model for international training. Training and Development Journal, 35(10) Oct. 81, p.63-9.

BAKHURU, MIRA and VATSALA NAGARAJAN. (Indian Institute of Management, Bangalore). Perception of public sector management: an exploratory study. Lok Udyog, 15(11) Feb. 82, p.23-37.

The overall purpose of the study is to enquire as to what kind of management education cum training would be most relevant for the public sector. It is in this context that it seeks to find out what the prevailing perceptions of public sector managers are and if there is any agreement between their perceptions and those of management educators. It then goes further to examine the more important aspect as to whether either or both groups perceive the management goals of the public sector any differently from those of the private sector. Unless there is some attempt to evolve a consensus on the very perspectives of the sector, it would be very difficult to decide on what ought to be the shift in orientation of management education.—*Reproduced.*

DIAZ, S.M. Reorientation of the training of middle level managers in the police.

Indian Police Journal, 28(1) July-Sept. 81, p.10-20.

DIMINO, STEPHEN A. Selecting and training junior analysts. Journal of Systems Management, 32(9) Sept. 81, p.28-30.

DUBHASHI, P.R. (I.I.P.A., New Delhi). New needs in public administration, Statesman, 29 Mar. 82, p.6.

Training is one of the essential inputs for improving administrative performance. The Indian Institute of Public Administration has in recent years introduced a number of new courses for administrative executives. These courses are conducted on various techniques which are important in modern administration. The techniques are: Project formulation and appraisal, Micro-planning, Quantitative methods, Material management, Computers, Performance budgeting, etc. The importance of these techniques is briefly explained.

DWIVEDI, R.S. (Kurukshetra Univ). MBT (Management by Trust) training for effective results. Lok Udyog, 15(11) Feb. 82, p.39-43.

The paper outlines the procedure, course content, methods and techniques and feedback and evaluation of Management by Trust (MBT) training—a latest behavioural approach to development of executives and trade union officials in Indian context. The programme incorporates recent behavioural science methods and techniques such as lecture, conference and buzz sessions, case studies and critical incidents, role playing, sensitivity training, transactional analysis, Johari windows, in basket and business games and stresses Indian value systems especially trust and confidence. It seems to be a highly promising system in a turbulent environment of modern organisations to enhance human performance in an improved climate marked by high level of trust and confidence.—*Reproduced,*

HENDERSON, PAUL. Community work training in France: an overview. Community Development Journal, 16(3) Oct. 81, p.166-75.

MATHUR, HARI MOHAN. (Dept. of Personnel and Administrative Reforms, New Delhi). Cooperation in administrative training among developing countries: experiences with sharing the Indian expertise. Indian Journal of Public administration, 27(4) Oct.-Dec. 81, p.981-92.

Hari Mohan Mathur's article 'Cooperation in Administrative Training Among Developing Countries' emphasises the need of co-operation among these countries in respect of training of development administrators. Compared to the training facilities available in the developed countries, the training developing countries is more relevant to the job requirements of these countries and is also comparatively less expensive from various aspects. Relating the experiences of sharing the Indian expertise, Mathur highlights India's unique position to share its training expertise with administrators and other professionals from the developing countries and the kind of sustained and systematic effort made by the Training Division of the Government of India to promote technical cooperation among developing countries (TCDC) in administrative training. He makes some useful suggestions for consideration of the UN and other international agencies in order to give a more concrete shape to the TCDC concept.—*Reproduced from editorial.*

MIR, ALI EL. On the evaluation of training. Public Enterprise, 2(2)81, p.37-48.

PRINGLE, RAYMOND. Training for the eighties: some pointers. Community Development Journal, 16(3) Oct. 81, p.176-87.

RAJULA DEVI, A.K. TRYSEMS

(Training for Rural Youth for Self-Employment) needs a trial. *Eastern Economist*, 78(1) 1 Jan. 82, p.29-31.

ROY, BUNKER. Is TRYSEM doomed? *Indian Express*, 18 Jan. 82, p.6.

SCHARINGER, DALE H. Avoidance of pitfalls in supervisory development. *Training and Development Journal*, 35(10) Oct. 81, p 92-6.

SCOGGINS, JOHN. Training: the key to efficient use of computer technology. *Governmental Finance*, 10(3) Sept. 81, p.35-9.

SHRESTHA, MANGAL KRISHNA. Training of administrators at the national level. *Prashasan*, 12(2) Mar. 81, p.1-13.

TRANSPORTATION

HALDER, D.K. Mathematics in transport management. *Journal of Transport Management*, 5(5) Dec. 81, p.14-17.

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KULKARNI, M.G. Pilot study for the development planning of the tribal development block of Harsul Taluka, Peine, district Nasik. *Tribal Research Bulletin*, 4(1) Sept. 81, p.3-6.

SIRSALKAR, P.R. Study of displacement of tribals on account of Wadaj and Manikdoh dams of major irrigation project kukdi in Pune district of Maharashtra State. *Tribal Research Bulletin*, 4(1) Sept. 81, p.9-11, 21.

UPADHYAYA, ASHOK K. Peasant organisations in Thane district: a critical overview. *Economic and Political Weekly*, 17(5) 30 Jan. 82, p.163-8.

TWENTY POINT PROGRAMME

GANGULY, A.K. The new 20-point programme. *Amrita Bazar Patrika*, 19 Mar. 82, p.6.

GUHAN, S. The twenty-point framework. *Economic and Political Weekly*, 17(12) 20 Mar. 82, p.433.

SETHI, J.D. The magic number. *Indian Express*, 22 Jan. 82, p.6.

U.K.—ECONOMIC POLICY

MINFORD, PATRICK. The new Cambridge economic policy: a critique of its prescriptions. *Government and Opposition*, 17(1) Winter 82, p.48-60.

U.K.—GOVERNMENT

BELLAMY, C.A. and M.F. WHITEBROOK. Reform or reformation: the state and the theory of the state in Britain. *Canadian Journal of Political Science*, 14(4) Dec. 81, p.725-43.

PUNNETT, R.M. Must government lose? British inter-party competition in comparative perspective. *Parliamentary Affairs*, 34(4) Autumn 81, p.392-408.

UNEMPLOYMENT

ALAGH, YOGINDER K. and M.M. GUPTA. Some aspects of unemployment and development in India. *Journal of Sardar Patel Institute of Economic and Social Research*, 11(1-2) June-Dec. 81, p.3-29.

ARYA, I.C. Unemployment debacle: measures and remedies. *Political Change*, 4(1) Jan.-June 81, p.115-19.

SURI, SURINDER S. A Gandhian approach to employment. *Khadi Gram-odyog*, 28(2) Nov. 81, p.119-28.

VIVEKANAND, FRANKLIN. Concepts of unemployment and methods of measuring unemployment in an underdeveloped country: India. *Indian Journal of Labour Economics*, (24) Oct. 3 81, p.128-50.

UNEMPLOYMENT BENEFIT PLANS

CREEDY, JOHN and RICHARD

DISNEY. Eligibility for unemployment benefits in Great Britain. *Oxford Economic Papers*, 33(2) New Series, July 81, p.256-73.

UNION MANAGEMENT COOPERATION

SINHA, G.P. Industrial relations and productivity. *Indian Journal of Labour Economics*, 24(1-2) Apr.-July 81, p.1-14.

UNITED NATIONS

NICOL, DAVIDSON and JOHN RENNINGER. The restructuring of the United Nations economic and social system: background and analysis, *Third World Quarterly*, 4(1) Jan. 82, p.74-92.

URBANIZATION

CHOUDHURI, K. Urbanization and urban governance in the third world. *Calcutta Journal of Political Studies*, 1(2) Summer 81, p.42-56.

PRASAD, A.R. and R.R. KRISHNA. A study of urban growth in India. *Civic Affairs*, 29(2) Sept. 81, p.9-15.

PRASAD, BANDI RAM and BOPPUDI SAMBASIVA RAO. Growth of cities of one lakh and above population in Andhra Pradesh (1951-71). *Civic Affairs*, 29(2) Sept. 81, p.17-19.

RICHARDSON, HARRY. W. National urban development strategies in developing countries. *Urban Studies*, 18(3) Oct. 81, p.267-83.

RIMMER, PETER J. and GEORGE C.H. CHO. Urbanization of the Malays since independence: evidence from West Malaysia, 1957 and 1970. *Journal of Southeast Asian Studies*, 12(2) Sept. 81, p.349-63.

VALUE ADDED TAX

DALAMAGAS, B. A microeconomic

analysis of VAT. *Indian Economic Journal*, 28(4) Apr.-June 81, p.89-99.

VILLAGE PANCHAYATS

AGGARWAL, LAKSHMI CHANDRA. Panchayati raj: facts and fiction *Radical Humanist*, 45(12) Mar. 82, p.25-7, 32.

It is a fiction that there was Panchayati Raj in ancient India. The institution of panchayats was established by Britishers but the government made no sincere efforts to make them effective. Corruption became rampant in the working of panchayats and the good community life got undermined in the name of democracy. After independence in 1947 the Congressmen did not remain as enthusiastic about panchayats as they were before. The P.R. Institutions have failed to get people's participation. The ruralites have become the slaves of urbanites who have concentrated political power along with economic power in their own hands.

BHARGAVA, B.S. and V.K.N. TORGAL. Profile of a panchayat in Karnataka. *Prashasika*, 9(3) July-Dec. 80, p.49-81.

The sole objective of this study is to develop a profile of a village panchayat, taking into account political, economic and social aspects. The questions posed for detailed investigation are: (1) How is the political power distributed among the village population? (2) What is the pattern of leadership? (3) What are the development programmes which the panchayat has undertaken with special reference to weaker sections? The principal methods for collection of data were interviews, published and unpublished records and information available at the panchayat and BDO's offices. Mallathalli group panchayat at Karnataka was selected for study. The study is divided into four sections. Section I provides institutional setting; Section II analyses environmental conditions which are necessary for appreciating the operational nuances of

the panchayat under scrutiny; Section III attempts to develop an overall operational view of the working of the panchayat; and the last section forms the epilogue, focusing therein the observations of the researchers.

DUBHASHI, P.R. (I.I.P.A. New Delhi). Panchayati raj system: a god that failed? *Statesman*, 2 Feb. 82, p.6.

Following the recommendations of the Balwantrai Mehta Committee different States enacted laws to establish panchayati raj institutions. But for various reasons the initial enthusiasm did not last long. According to Asoka Mehta Committee it is wrong to think of panchayati rajas "a God that failed." Panchayati raj has many achievements but it suffers from many deficiencies. Though constitutional modifications can give a better deal to panchayati raj institutions, ultimately commitment of rural people is necessary.

SAH, B.L. Financial management in integrated rural development. *Kurukshetra*, 30(9) 1 Feb. 82, p.9-12.

Finances should match with the developmental functions assigned to panchayati raj institutions. The taxation powers given to these institutions should be more specific and should not operate inequitably. The P.R. institutions have to depend on grants from State Government for all developmental activities. Intimation of available funds to these institutions should be made well in advance so that planning from below can become a reality.

SHARMA, SUDESH KUMAR. (Panjab Univ.). Panchayati raj reforms in India: priorities and prospects. *Social Sciences Research Journal*, 2(3) Nov. 77, p.115-34.

In this paper, an attempt has been made to briefly survey the reform proposals already made, present some alter-

natives and to answer questions within the framework of the terms of reference of Ashok Mehta Committee. Panchayati Raj was first introduced in Rajasthan and Andhra Pradesh in 1959 and by 1978 it has been extended to almost all the states. The content analysis of the major recommendations on panchayati raj in the reports of the Commissions and Committees set up by the Governments at the Centre and State levels indicate some significant areas where concerted action and serious attention is necessary. Some such pointers in these reports are listed in this paper. The Panchayati raj institutions had not been granted powers commensurate with the objectives. Their powers must be increased and line of command outlined. The limits of imposing taxes by the panchayats should be raised. There should be genuine desire both on the part of the political as well as administrative elite to decentralise power in a real sense at the grassroots level.

SHARMA, SURJAN SINGH. (Meerut Univ.). Pattern of emerging rural leadership: a case study of village panchayats presidents in a block in Uttar Pradesh. *Journal of Social and Economic Studies*, 6(2) Sept. 78, p.165-79.

A community development block known as Bisrakh Block, situated in the western part of Uttar Pradesh constitutes the universe for this study. This block consists of sixty-six village panchayats. In this paper three panchayat elections held in 1955, 1961 and 1972 in this block are analysed. Pradhan (President of a village panchayat) for which there is a keen contest, is the unit for this study. The data were collected during the period 1972-75. The purpose of this paper is to analyse the three panchayat elections and explain the extent of continuity, discontinuity and re-emergence of Pradhans.

TIWARY, S.N. (Maithile Univ., Darbhanga). The caste panchayat of the Gareri. *Journal of Social and Economic Studies*, 8(2) Sept. 80, p.237-51,

A caste panchayat is an organisation of a caste based on mutual aid, consent and co-operation. It is for the general welfare, reform, security, solidarity and integrity of the caste as a whole. In this paper an attempt is made to analyse the working of a caste panchayat of a village named here as Anirudpur, situated on the Arrah Buxar road, about four miles from Buxar in the district of Bhojpur. Caste panchayat is found in only one middle range caste named Gereri, whose members rear sheep and make blankets. The disputes referred to and decided by the panchayat over a period of time are analysed. The panchayat acts as the custodian of its customs and practices and thus tries to improve the image of the caste. The procedures adopted are democratic in character, and the sanctions imposed are mainly of two kinds, economic and social.

WAGE DETERMINATION

KISHAN RAO, S. Intricacies in wage determination in a developing economy. *Indian Journal of Labour Economics*, 24(1-2) Apr.-July 81, p.36-40.

KRISHNA RAO, C. SIVARAMA, K. JAYASHANKAR and V.V. REDDY. Wage determination in a developing economy. *Indian Journal of Labour Economics*, 24(1-2) Apr.-July 81, p.41-6.

WAGE PAYMENT PLANS

ORBONA, M.N. and R.O. NWABU-EZE. Wage element in Nigerian inflationary situation. *Indian Journal of Labour Economics*, 24(3) Oct. 81, p.95-112.

WAGES

NAMPOOTHIRY, M. MADHAVAN. Formulation of wage policy: crucial issues. *P.U. Management Review*, 3(2) July-Dec. 80, p.53-62.

SATYA SUNDARAM, I. Need for an incomes policy. *Yojana*, 25(22) 1 Dec. 81, p.9-10.

WAREHOUSING

GARG, M.K. Warehousing in public sector in India. *Yojana*, 25(22) 1 Dec. 81, p.11-13.

WATER, UNDERGROUND

JAIN, S.N. Legal aspects of ground water management. *Journal of the Indian Law Institute*, 23(2) Apr.-June 81, p. 181-9.

WATER PURIFICATION

RAMAN, V., S.K. GADKARI and B.B. SUNDARESAN. Design criteria for water treatment plant: case study for Ahmedabad. *Journal of Indian Water Works Association*, 14(1) Jan.-Mar. 82, p.45-52.

UNVALA, S.P. Aspects of water treatment technology as applied to Indian public water supplies. *Civic Affairs*, 29(2) Sept. 81, p.29-38.

VIRARAGHAVAN, T. and R. PARAMASIVAN. Drinking water quality guidelines: past practices, present status and future trends. *Journal of Indian Water Works Association*, 14(1) Jan.-Mar. 82, p.13-23.

WATER SUPPLY

AGARWAL, ANIL. Supplying water: maintenance problems and community participation. *Development Digest*, 19(4) Oct. 81, p.74-85.

SIMHACHALAM, N.T. Assessment of drinking water for the Hyderabad metropolitan city. *Journal of Indian Water Works Association*, 14(1) Jan.-Mar. 82, p. 65-9.

TIWARI, A.R. Augmentation of drinking water supply facilities at Bhilai. *Journal of Indian Water Works Association*, 14(1) Jan.-Mar. 82, p.71-8.

WELFARE STATE

TAYLOR-GOOPY, PETER. The state, class ideology and social policy. *Journal of Social Policy*, 10(4) Oct. 81, p.433-52.

WINDMILLS

GUPTA, RAJIV. The challenge of windmills. *Indian Express*, 1 Mar. 82, p.6.

WOMEN

BHANSALI, KAMALINI. Indian women: 2000 A.D.; discussion report. *Indian Review of Management and Future*, (3)81, p.47-2.

SARADAMONI, K. Women's status in changing agrarian relations: a Kerala experience. *Economic and Political Weekly*, 17(5) 30 Jan. 82, p. 155-62.

SETH, S.C. Indian women in 2000 A.D. *Indian Review of Management and Future*, (3) 81, p. 41-6.

WOMEN—EMPLOYMENT

ROBERTS, HELEN and DIANA WOODWARD. Changing patterns of women's employment in sociology:

1950-80. *British Journal of Sociology*, 32(4) Dec. 81, p. 531-46.

VANAMALA, M. Hired and family labour among women. *Mainstream*, 20(28) 13 Mar. 82, p. 28-30.

WOMEN IN CIVIL SERVICE

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In the civil service, as in other occupations, women are proportionately over-represented in the junior grades and under-represented to the point of invisibility in the senior ones. The representation of women falls off as responsibility, rewards and status increase. Against the recommendations of E.M. Kemp-Jones Committee on the employment of women, an attempt is made in this article to analyse as to why women are under-represented at the top and over-represented at the bottom.

WORKING CONDITIONS

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('a' indicates the left column and 'b' the right column)

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BOOK NOTES

ALEEM, M.A. *Personnel management in government: a state in perspective.* New Delhi, Oxford & IBH, 1981. 272p. Rs. 60.00.

This book discusses the changing trends and techniques as applied to solving problems of personnel management in a State Government, namely, Andhra Pradesh. Starting with an analytical study of the constitutional and legal background of personnel management in government, the book analyses the organisation, functions and problems of personnel agencies in the State, and suggests changes in their functioning to cope effectively with the needs of development administration. It goes on to discuss the classification of services, recruitment policy and the various techniques of recruitment and training in vogue in the State, in the light of rectifying regional imbalances in matters of development. The book identifies various problems of personnel management in the field of pay, conduct, discipline, integrity and service unionism, and indicates new directions in which the system could be worked. There is an eleven-page bibliography.

ALTHEIDE, DAVID L. *Bureaucratic propaganda*, by D.L. Altheide and John M. Johnson, Boston, Allyn and Bacon, 1980. 256p. \$17.55.

A broader perspective on the essential meaning of propaganda shows it to have profound implications for current theory and research on our understanding of legitimacy, modernisation, bureaucracy and formal organisation, official information, and mass communication. Organisations use official reports as a major medium of communication. Bureaucratic propaganda refers to any report produced by an organisation that is targeted for individuals, committees, or public who are unaware of its promotive character and the editing processes that shape the report. There are multiple realities within organisations, but official reports generally convey only one reality. This book is about the gap between organisational image and reality, the reasons this gap exists, and the implications it has had, and will continue to have for our lives. The goals of an organisation shape the nature of official information which greatly distorts what actually occurs within an organisation. Any social scientist who accepts such information as 'data' without being aware of the work that shaped it, is likely to add to the mystique of legitimacy and obtain a highly distorted view of the organisation.

AUSTIN, VINCENT. *Rural industrial development: a practical handbook for planners, project managers and field staff.* London, Cassell, 1981. 257p. \$ 5.95.

This is a practical book intended as a training and working tool for people who work on small-scale industrial development in the rural areas of the world. It deals with the preliminary planning at a local rather than national level, and the implementation of plans which contain activities for rural industrial development. It is based partly on available literature, and largely on first-hand experience in the United Kingdom, India, Peru, Panama, Sri Lanka, Mauritius, Nigeria, Pakistan, Bangladesh, Greece, Papua New Guinea, Mexico, Ethiopia and Philippines. Virtually all the examples given are based on real life situations, although few

specify the location and other details. The author's experience suggests that in general, relatively little assistance is given by government. This is particularly distressing in regions which may have a high proportion of poor people without land and the opportunity to earn their basic needs of life.

BASANT SINGH. Functional successors of metropolitan cities: towns of tomorrow. Jaipur, RBSA Publications, 1980. 196p. Rs. 80.00.

Our country has quite a large number of small and medium size towns which may be selected and developed as growth centres to check the large scale migration to big cities and metropolitan areas. This case study, an attempt in that direction, presents a complete picture of Shahpura, a small town located on the National Highway No. 8. The study aims at understanding small towns in their totality: their geographical, historical, social and economic backgrounds and seeks to offer some suggestions for their future development. Shahpura which is located on Jaipur-Delhi highway has all the infrastructure needed for development. The purpose of this monograph is to suggest that careful planning of the small towns is a must if the governments are really interested in avoiding the chaotic influx of the rural population in the cities on one-hand and desertion of the countryside on the other. Keeping this in view this study presents a demonstration plan for Shahpura, as sample for the future development of small towns.

BELLONE, CARL J., ed. Organization theory and the new public administration. Boston, Allyn and Bacon, 1980. 298p. \$ 24.65.

Public administration theory is indebted to political science, sociology, psychology, and business administration for much of its current conceptual foundation. However, it has accepted many of the a priori assumptions in these fields either in a value-neutral manner or uncritically, or both. This collection of papers examines these two kinds of oversights. It studies the values and normative consequences implied in contemporary administrative and organisation theory. These papers are intended to provide the reader with conceptual understanding of, and a theoretical grounding in the role of the normative dimension in public administration. The collection is organised into four sections. Section I deals with value formulation in theory and with its effects upon the practice of public administration. Section II deals with the problem of knowledge in the discipline. Third section deals with the individual in an organisational and societal context. The last section speculates on a development that the authors believe will be very important in the future and may well change all the norms of public administration.

BELOFF, MAX. The government of the United Kingdom: political authority in a changing society, by Max Beloff and Gillian Peele. London, Weidenfeld and Nicolson, 1981. 438p. £ 12.50.

The aim of this book is to introduce the reader to the basic outlines of the United Kingdom's system of government and to draw attention to some of the changes that have occurred in the country's politics in recent years. In the last decade many of the orthodox assumptions about the politics of the United Kingdom have been challenged. Significant developments such as Britain's entry into Europe, the existence of a minority government and the devolution proposals for Scotland and Wales have highlighted the possibility of permanent and far-reaching changes which could together imply a dramatic shift away from the constitutional

and political conventions of British government. Giving full weight to historical continuities as well as present trends, the authors concentrate on the structure, functioning and manning of the country's formal and informal political institutions and examine the ways in which these institutions affect the process of policy making. The book covers the constitution; the functions of government in the British Welfare State; the executive: Parliament; the British electoral system; the party system and voting behaviour; the powers of the bureaucracy in modern Britain; local government, the devolution issue; public order and civil liberties; justice in the Welfare State; and the international constraints upon the government of the United Kingdom.

BORA, P.M. Food administration in India: a study of an Indian State. Delhi, Ajanta Publications, 1982. 262p. Rs. 100.00.

In a deficit State like Maharashtra where the shortage of foodgrains has persisted almost for decades, the quantitative aspect of making a minimum quantity available to the people and managing the available supplies of foodgrains efficiently is the core of the food problem. Very little serious attention has been paid to the study of the administrative aspect of the food problem in the country. The purpose of this book is to focus on this crucial but neglected aspect of the food problem in regard to the management of foodgrains and essential commodities in Maharashtra. The administrative organisation for implementing various policies in regard to the management of foodgrains and essential commodities as it exists in Maharashtra, has been studied. Based on the detailed study of the administrative structure and procedure, a set of recommendations has been formulated to make the present food administration of Maharashtra more efficient and effective in the solution of the food problem in the State. This book is the revised version of Ph. D. dissertation submitted to the Marathwada University, Aurangabad, in 1979. It also presents a twelve-page bibliography.

CHATTERJEE, S.K. Development administration in India. Delhi, Surjeet Publications, 1981. 414p. Rs. 95.00.

With the adoption of socialist pattern of society as the ultimate objective and the choice of mixed economy as the basis of its economic structure under the political system of parliamentary democracy, India has been evolving a development oriented system of administration since independence. This book gives an exhaustive account of all developmental effort the country has undertaken and gives thorough details of each wing of administration and other bodies which are participating in this immense task. The book is divided into six parts. Part I deals with nature, concepts and theories of development administration. Part II covers development planning, including its theories and application with special reference to Indian conditions. Part III deals with the socio-economic problems needing solutions by development administration at the Centre and in the States. Part IV deals with the democratic processes which any programme of nation-building must maintain in order to secure people's participation. Part V covers international aspects of development including an explanation of how international factors can play their part in national development of a developing country and how international agencies provide assistance for such development. Part VI gives in a nutshell the Five Year Plans of economic development undertaken since 1951.

COULTER, EDWIN M. Principles of politics and government. Boston, Allyn and Bacon, 1981. 312p. \$ 12.95.

The purpose of this book is to enable the beginning student to understand what politics and government are all about and what they are not. It attempts to teach students to better understand the world environment in which government operates; to acquire a theoretical and analytical structure in which to approach questions about government to relate Western Political democracy to other governmental alternatives; to clarify the verbiage of political discourse; to examine the problems of achieving political democracy in the last quarter of the twentieth century; and to gain an historical perspective with regard to the age-old dilemma of achieving order without servitude.

DHAWAN, R.K. Public grievances and the Lokpal: a study of the administrative machinery for redress of public grievances. New Delhi. Allied, 1981. 359p. Rs. 90.00.

Since the early sixties, the need for developing an adequate machinery for the redress of public grievances has attracted increased attention in the press, among the people, in the Parliament and State legislatures, and in the reports of the various administrative reorganisation committees and commissions. This book tries to examine the nature of citizens' grievances and the factors and forces that give rise to them. It then attempts a critical appraisal of the machinery set up by the government for the redress of grievances from an integrated perspective, covering the entire gamut of administration: the District level, the State level, and the Central level. The study also deals in detail with the proposal for the Indian Ombudsman, the inadequacies of the provisions of the Bills on the subject introduced in the Lok Sabha in 1971 and 1977 and the improvements that are needed for making the new institutions of Lokayukta a success. The study is based on government reports, parliamentary debates, selected official records on functioning of existing redress machinery, non-official published literature, two field studies, and interviews with officials and citizen leaders. There is a twenty-five page bibliography.

EASTERN REGIONAL ORGANIZATION FOR PUBLIC ADMINISTRATION.

The role of the public enterprise in development: Asia and Pacific Region; a symposium; ed. by Chakrit Noranitipadungkarn. Manila, EROPA, 1979. 327p.

The use of the public enterprise as a major instrument in the development strategies of ten countries in the EROPA region is analysed in this volume by fourteen of Asia's leading scholars. The countries referred to are: Australia, Bangladesh, Hong Kong, India, Indonesia, Iran, Malaysia, Pakistan, the Philippines, and Thailand. The papers presented at the 1976 Tehran Conference were revised in order to form this book. The Conference was held in conjunction with the Eighth EROPA General Assembly. Public enterprises in Australia, India, Malaysia, Philippines, and Thailand are listed in the appendices.

FELDMAN, ELLIOT J. A practical guide to the conduct of field research in the social sciences. Boulder, Westview Press, 1981. 122p. \$ 17.00.

The objective of this book is to demystify one area of social science research, namely, field research, by describing in simple terms what it is and some of the ways in which it can be pursued effectively. It offers direct guidance in defining problems for research and in organising and conducting a research programme. It provides assistance in theses preparation and informs on how to develop research papers. The author addresses basic questions about topic selection, interview-

ing, surveys, documentation, and other research methods. The concentration on data collection, rather than analysis, makes it particularly useful for those undertaking a research project for the first time.

FESLER, JAMES W. *Public administration: theory and practice*. Englewood Cliffs, N.J., Prentice-Hall, 1980. 369p. \$ 17.95.

This book seeks to improve understanding of the administration of governmental affairs. To do this, it describes, critically analyses, and interrelates administrative theories and practices. The approach is problem oriented, with emphasis on those problems that are persistent or recurrent, the solutions attempted, and the causes of policy successes and failures. A number of short case studies and illustrations are incorporated to explain the realities of administrative performance. Public administration is an integral part of a political system in which the legislative and judicial branches shape much of administrative behaviour, as do interest groups, which press their claims on all three branches. This accounts for the substantial attention given in this book to the institutional and political universe in which administration is located. The focus is primarily on American national government. The experience of foreign governments and of American state and local governments is added when it contributes to the chosen strategy.

HEYER, JUDITH, ed. *Rural development in tropical Africa*; ed. by Judith Heyer, Pepe Roberts and Gavin Williams. London, Macmillan, 1981. 375p. £ 25.00.

This book examines the practice of rural development by governments and international agencies. The authors ask why rural development projects and programmes so often fail to meet the needs of the rural poor, and even their own goals of increasing agricultural production. The book covers seven countries: Kenya, Tanzania, Sudan, Ghana, Niger, Nigeria, and Senegal. The thirteen chapters indicate clearly that irrigation projects and settlement schemes usually have not even met their production goals. More generally, government policies and projects have tended to inequality and have had little impact on reducing rural poverty. More often than not, the government has represented interests other than those of the rural poor and it is hardly surprising, therefore, that public intervention has in practice been harmful to the majority of rural people rather than beneficial.

INDIA, LABOUR BUREAU. *Report on the incentive schemes in Indian industries*. Chandigarh, the Bureau, 1980. 127p. Rs. 20.45.

Wage incentives have come to be recognised as effective devices to motivate the workers to produce more, maintain the quality of the products and reduce wastes and absenteeism in return for suitable rewards in the form of higher earnings. This survey aims at critical evaluation of the various incentive schemes in operation in Indian industries as also to know in greater details the principles and practices underlying these schemes. An effort has also been made to assess the impact of these schemes on the productivity of the enterprises, remuneration of workers, employment, absenteeism, industrial relations, etc. In all 836 factories and mines were selected for the survey. The requisite information was elicited through a mail questionnaire and personal visits. A summary of conclusions is presented in the end.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. *Administration for the disabled: policy and organisational issues*; ed. by T.N. Chaturvedi. New Delhi, IIPA, 1981. 372p. Rs. 100.00.

The Special Number of the Indian Journal of Public Administration for the year 1981 was devoted to the theme of administration for the disabled. The articles, surveys, bibliography and other material included in that Number are brought out in the form of this publication.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Life insurance in India: perspectives in social security, by R.M. Ray, New Delhi, IIPA, 1982. 279p. Rs. 100.00.

This study is of the principles and practice of life insurance in some considerable depth as a vital element in social security. After nationalisation in 1956 and consolidation, the life insurance business grew rapidly. But vested interests cropped up. The study not only gives a historical perspective of the functioning of the LIC but the accusing finger of the author is to its present weaknesses also. According to him the LIC appears to lose interest in the policyholders soon after their signing the insurance papers and caves in to the onslaught of demands of agents, development officers and others. The author feels that to get the full advantage of nationalisation of insurance well within the next two decades, the elimination of shortcomings, improvements in operational factors, regulation of collection of premiums and their deployment in specific fields by specialised organisations, as prescribed by state policy, should be undertaken. Various issues are raised and a number of measures are suggested. The author has brought the entire promotion of life insurance into a wider socio-economic focus and has tried to relate it to the emerging perspectives in the country.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Rajasthan Regional Branch. Administrative innovations in Rajasthan, ed. by Mohan Mukerji. New Delhi, Associated, 1982. 313p. Rs. 125.00.

Rajasthan has earned many firsts in initiating and sustaining greater organisational effectiveness in its public administrative systems at different levels. Yet no systematic attempt has been made so far to explore, examine and analyse such important administrative innovations. This volume seeks to place on record some of these innovative aspects. Almost all facets of State administration, namely, general, technical, developmental, regulatory, local, personal, financial, are dealt in details. The essays are written mostly by persons who have had deep personal and empirical knowledge of managing affairs in the concerned administrative functional areas.

INSTITUTE OF DEVELOPING ECONOMIES. New directions of Asia's development strategies: proceedings and papers of a symposium. Tokyo, IDE, 1980. 320p.

This international symposium held on March 13-16, 1979, was envisaged in the process of IDE's two-year International Joint Research Project on "Asia in the World". The Project was designed to deal with comprehensive issues of Asian development from various viewpoints, political, social, and economic. This Symposium was organised mainly to have an economists' forum on Asia's economic development with emphasis on comprehensive economic analyses as the main concern. With distinguished scholars both from abroad and from other institutions in Japan, papers presented and discussions held are recorded in this volume.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Comparative study of the management and organization of irrigation projects, by Anthony F. Bottrall. Washington, D.C., IBRD, 1981, 274p.

This paper is primarily concerned with development of an analytical framework for the monitoring and evaluation of irrigation project management in developing countries. It is based on an extensive review of the English language literature on the subject, and four field studies in South and East Asia. The central part of the report consists of a series of detailed arguments to explain and justify the particular evaluation framework prepared. A principal focus is the performance of the activity of water distribution since it is peculiar to irrigated agriculture. Special attention is given to identifying and recommending those organisational structures and management procedures which appear most likely to serve the interests of the rural poor, particularly small farmers and those at the tail-end of irrigation systems. The study concludes that there are immense opportunities for improvements in the performance of irrigation projects through management reform and better water distribution. Recommendations for further evaluation and follow-up are given. This is World Bank Staff Working Paper No. 458.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

The policy experience of twelve less developed countries, 1973-1978, by Bela Belassa. Washington, D.C., IBRD, 1981, 40p.

This paper examines the policy experience of twelve less developed countries in the period following the quadrupling of oil prices in 1973-74 and the world recession of 1974-75. The group includes countries suffering adverse external shocks resulting from domestic policies, as well as countries experiencing favourable external shocks. The paper provides estimates of the balance-of-payments effects of external shocks in the form of the deterioration of the terms of trade and the slowdown of world export demand in the individual countries. It further analyses the policies applied and estimates the balance-of-payments effects of policy choices in the form of additional net external financing, export promotion, import substitution, and (temporarily) lowering the rate of economic growth. The results show export promotion to be positively, and import substitution negatively, correlated with the rate of economic growth in the period 1973-79. This is World Bank Staff Working Paper No. 449.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Size of land holding, living standards and employment in rural Western India, 1972-73, by Pravin Visaria. Washington, D.C., IBRD, 1981, 117p.

This study analyses the relationship between the size of land holding possessed by a household and the household's level of per capita expenditure in rural areas of Gujarat and Maharashtra States of India from October 1972 to September 1973, on the basis of the 27th Round of the Indian National Sample Survey. According to this study, although land is usually considered to be the most critical determinant of living standards in rural India, differences in per capita land can explain only a very small proportion of variance in the monthly per capita expenditure of households. The likely reasons for these findings are noted; they are hypotheses for further research. The study examines various characteristics of the households or population according to the size of land holdings. The structure of employment shows significant differences according to the size of land holding possessed by the household; and the incidence of unemployment varies

inversely with the size of land holding, with significantly large differences. This is World Bank Staff Working Paper No. 459.

INTERNATIONAL COMMISSION FOR THE STUDY OF COMMUNICATION PROBLEMS. Many voices, one world. Paris, Unesco, 1980. 312p. £ 4.75.

Here is a complete text of the Final Report of the Commission. It has been based on a virtually worldwide survey of opinions, both individual and institutional, and a mountain of documentation from myriad sources. The Commission's members from sixteen different countries were asked to study "the totality of communication problems in modern societies". The Commission's analysis and its consensus on major guidelines for the development of a New World Information and Communication Order are the result of a lengthy process. The problems covered in the Report are: government controls, censorship, one-way flows of information, concentration of media ownership, cultural dominance, freedom and responsibility of the press, commercialisation of the mass media, protection of journalists, powers of transnational corporations, technological evaluation and revolution, the right to communicate, etc.

KAMATH, P.M. Executive privilege versus democratic accountability: the Special Assistant to the President for national security affairs, 1961-1969. New Delhi, Radiant, 1981, 362p. Rs. 150.00.

This volume traces the evolution of the office of the Special Assistant to the President for National Security Affairs and examines the growth of his powers and influence in the making of American foreign policy. The author discusses the relationship of the National Security Adviser with the Departments of Defence and State, the Secretary of State, and CIA and points out how he often competes with the Secretary of State in the performance of the latter's legitimate functions. The book focuses on the roles of two National Security Advisers, McGeorge Bundy (1961-1966) and Walt W. Rostow (1966-1969), in certain foreign policy crises to highlight how they ceased to be mere Staff Assistants and became policy advisers and advocates. The book also examines how the extension of executive privilege to the activities of the National Security Adviser affects the accountability of the Executive to Congress in foreign and national security affairs. It is argued that the Congress should play a more active role in foreign affairs and feels that the National Security Adviser should be allowed to testify before Congressional Committees. This study is largely based on original, unpublished papers from the Truman, Eisenhower, Kennedy, and Johnson libraries. There is a comprehensive thirty-seven-page bibliography.

KURIAN, K. MATHEW, ed. Centre-state relations, ed. by K. Mathew Kurian and P.N. Varughese. Delhi, Macmillan, 1981. 258p. Rs. 75.00.

Centre-state relations is a subject that has come into great prominence on the Indian political scene ever since single-party domination at the centre and in the states came to an end. This volume is a compendium of viewpoints on the subject, namely, the theoretical and practical dimensions of a federal political structure. The contributors are drawn from the fields of active politics, law, and academic research in the social sciences. The historical, constitutional, financial and political aspects of federalism are dealt with separately by recognised authorities in the respective fields. The statements of two state governments, Kerala in 1967 and

West Bengal in 1977, are included as appendices to highlight some of main issues of the debate.

- LI, TZE-CHUNG. Social science reference sources: a practical guide. Westport, Greenwood Press, 1980. 315p. \$ 25.00.

This book consists of three parts. Part one is divided into ten chapters. The first deals with the nature of the social sciences, with stress on methodological problems; it is followed by a review of bibliographical needs and usage of social scientists, research resources, and reference sources in the social sciences in general, including statistical sources, periodicals, government documents, unpublished materials, and computer searching of the social science literature. Part two contains eight chapters on major subdisciplines of the social sciences: cultural anthropology, economics and business, education, history, law, political science, psychology, and sociology. Part three serves as a summation of the book. The book describes and evaluates major reference sources in the social sciences, trying to present their salient features and to note differences and similarities of reference sources of a comparable nature.

- LILLYQUIST, MICHAEL J. Understanding and changing criminal behavior. Englewood Cliffs, N.J., Prentice-Hall, 1980. 436p. \$ 17.95.

The author's modern approach to criminal behaviour balances both the psychological and sociological viewpoints, presenting the most useful aspects of both. It reflects his belief that criminal behaviour must be viewed on a dimension which extends from internal to external, from factors within to factors outside the person, rather than on a single-concept basis. This approach represents a broad spectrum, and the book covers all points on that spectrum, from the psychiatric approach (internal) to the sociological approach (external) with special attention given to the mid-range social psychological approaches. The book is organised into three sections: models, treatments, and evaluation. The models portion contains three chapters that are devoted to discussions of the person-centred model, situation-centred model, interactionist model, penology, corrections, intervention, and the attribution of responsibility for crime. Second section covers psychiatric and medical approaches to treating the individual, counselling and other nonmedical approaches, the self and ego psychology, the self and a single reality, the self and multiple realities, social psychological approaches, the social learning approach, risk-value-options, community, environment, and culture. The last section presents comprehensive material on the classification of the offender, an evaluation of the treatments, and a thorough discussion of prison versus community correction.

- MAHESHWARI, SHRIRAM. Indian parliamentary system. Agra, Lakshmi Narain Agarwal, 1981. 121p. Rs. 50.00.

A section of Indian public opinion seeks to substitute the present parliamentary form of government by a presidential one, to remove the foibles and shortcomings in the Indian political system. This book discusses this issue in a detailed and dispassionate manner. It analyses the parliamentary form of government and various alternatives. The author has discussed various patterns of the Executive in the modern world to find out what India can gain from them. The work also examines the state of politics in India and then seeks to find out whether the political ills will be cured by a mere change of the governmental system or does the

solution lie elsewhere. Texts of relevant constitutional provisions of various countries are presented in appendices.

MAHESHWARI, SHRIRAM. Open government in India. New Delhi, Macmillan, 1981. 136p. Rs. 50.00.

The author begins by analysing the concept of an open government and goes on to trace the genesis and growth of this concept in various western liberal democracies. The main focus of the book is on the evolution and development of governmental secrecy in India from the early days of the British East India Company through Independence and up to the present. The secrecy Acts which apply to India and their effects on the press, parliament and general public are analysed in detail along with the reasons for the various amendments that were made in the Acts. The author concludes with an analysis of the changes in secrecy management that took place during the emergency and post-emergency periods in India. Full texts of relevant Acts passed by the British and Indian legislatures are included.

MATHEW, T., ed. Rural development in India. New Delhi, Agricole Publishing Academy, 1981. 199p. Rs. 100.00.

The papers included in this volume were presented at the National Seminar on Rural Development held at the North Eastern Hill University in 1978. The purpose of the Seminar was to investigate the various aspects of the problem of rural development and to focus attention on the crucial variables that need to be studied and analysed for an attempt at the development of rural areas to be successful. The papers cover a wide ground of the problems relevant to rural development, including the conceptual and theoretical base of the subject, matters requiring urgent attention like land reforms, employment generation, analysis of experience of rural development in different parts of the country such as Assam, Andhra Pradesh, Himachal Pradesh and Tamil Nadu. These issues are discussed by eminent social scientists like professors Ranjit Sau, C.T. Kurien, J. Krishnamurthy, G. Parthasarthy, H. Laxminarayan and others.

MISRA, K.P., ed. Gandhi and the contemporary world: studies in peace and war; ed. by K.P. Misra and S.C. Gangal. Delhi, Chanakya Publications, 1981. 233p. Rs. 70.00.

The Centre for International Politics and Organisation of the Jawaharlal Nehru University, organised a national seminar in March 1979 on "Gandhi and the Contemporary World". This volume is a collection of the papers presented at this Seminar. The four sections of the volume broadly correspond to the four sessions of the Seminar. Among the contributors are long-time associates of Gandhi, legislators, educationists, economists, journalists, and scholars. The subjects range from the rudiments of Gandhi's non-violence to its relevance to the most complex problems of war and peace, and to promoting a just social order based on the dignity and liberty of the individual. There is a thirteen-page bibliography.

MOHINDER SINGH. Government of India publications. New Delhi, Budua's Press. 1982. 176p. Rs. 80.00.

Though government publications are reliable, up-to-date, and inexpensive source of information, many of them remain inaccessible in the absence of necessary

details needed for their identification. The purpose of this book is to provide a reference tool which may be helpful in understanding, acquiring, and promoting the use of Government of India publications. Part I of this volume attempts to discuss the nature and scope of government publications, introduces numerous sponsoring agencies of the Government of India, and explains their publications and distribution mechanism, bibliographic control, and sources of access. Part II contains a 'Select Bibliography' of monographs and serials which provides a spectrum of government publications.

MUNDLE, Sudipto. *Surplus flows and growth imbalances; the inter-sectoral flow of real resources in India: 1951-1971*. New Delhi, Allied, 1981. 210p. Rs. 85.00.

Within an analytical framework which establishes a direct link between the two major subjects of debate among Indian economists in recent times, *i.e.*, the debate concerning stagnation and the debate concerning the mode of production in Indian agriculture, the author develops the thesis that the growth deceleration witnessed since the mid-sixties was the consequence of certain specific imbalances which had actually emerged during the previous phase of planning. The core of this argument deals with the question of strategic balances between industry and agriculture which occupies so much of contemporary political and economic discussion in India as well as other developing countries. Standing independent of the above thesis but providing strong empirical support for it, the book also presents a carefully worked out and statistically comprehensive time series estimate of resource flows from the agricultural sector to the non-agricultural over the period 1951-1971. This volume has emerged out of some work done by the author during the period 1974-1977 for a doctoral dissertation which was submitted to the Delhi University in February 1977.

NATIONAL INSTITUTE OF RURAL DEVELOPMENT. *Planning for integrated rural development programme: Amalapuram block (East Godavari district, A.P.)*, by R.N. Tripathy, B.K. Thapliyal and F.M. Pradhan. Hyderabad, NIRD, 1981. 443p. Rs. 85.00.

The individual family development programme cannot be undertaken in isolation. It is essential to link the family plans with cluster, block and district-level plans to ensure sectoral and spatial integration on one hand and effective implementation and monitoring on the other. Within this conceptual framework, this study presents a plan formulated for Amalapuram block in East Godavari district in Andhra Pradesh. For identification of beneficiaries below the poverty line, a baseline survey covering all the households in the block was conducted for assessing the net income of each family. The study was sponsored by Government of Andhra Pradesh.

PANT, NIRANJAN. *Some aspects of irrigation administration: (a case study of Kosi Project)*. Calcutta, Naya Prakash, 1981. 128p. Rs. 45.00.

Kosi Project is the first of the major irrigation projects taken up in Bihar during the post-independence period. This case study is an attempt to find out the causes of the failure of the Project's irrigation administration. It is divided into three sections. Section I consists of three chapters dealing with the introduction of the problem and objectives of the study, evolution and organisation of Kosi project and irrigation benefits, utilisation of potential and the factors responsible for under-utilisation. The four chapters in second section deal with some important

components of Kosi irrigation project. They are Kosi Command Area Development Agency, land problems, water rates, and problems of work-charged staff. Section III consists of five chapters. In the first three chapters, Kosi irrigation administration has been examined in terms of some basic organisational principles. The fourth one examines the relationship between the bureaucracy and the beneficiary, both in terms of distribution of irrigation benefits and the grievances which they have against each other. The last chapter sums up the findings. This study was conducted as a part of small budget studies financed by the ANS Institute of Social Studies, Patna.

PAPOLA, T.S. Spatial diversification of industries: (a study in Uttar Pradesh). New Delhi, Allied, 1981. 136p. Rs. 40.00.

This study attempts an empirical examination of the traditional theoretical propositions on industrial location and assessment of the impact of official and institutional efforts to bring about regional balance in industrial development. Locational structure of industries in Uttar Pradesh is examined on the basis of secondary as well as primary data, and a number of policy implications, particularly concerning industrial development of backward areas, have been drawn. The study comes to the conclusion that concessions and incentives, even if better administered than at present, would be only marginally effective in offsetting the locational disadvantages of the backward areas. The author suggests an approach based on 'planning' of industrial development of backward areas, rather than a pure 'assistance' and 'subsidy' approach as has been adopted in the past. Statistical data about factories and employment are presented in appendices.

PAREEK, UDAI. Behavioural processes in organisations: readings, cases, instruments; by U. Pareek, T.V. Rao and D.M. Pestonjee. New Delhi, Oxford & IBH, 1981. 525p. Rs. 55.00.

Increasing social complexity, greater demands and higher expectations by people joining the organisations, and increasing assertion by different groups of personnel are creating both challenges and stresses for managers. While attention has been paid only to organisational dimensions, the study of human processes has remained comparatively neglected. This book is concerned chiefly with this neglected but vital aspect of organisational life. It contains three parts. First part is a compilation of readings, each of which is devoted to a specific aspect of human processes. The second part contains twenty-four cases which can be used to illustrate the various behavioural processes and concepts discussed in the first part. The last part consists of a number of instruments which can be used by teachers and trainers as teaching modalities.

PAUKERT, FELIX. Income distribution, structure of economy and employment; the Philippines, Iran, the Republic of Korea and Malaysia, by F. Paukert, Jiri Skolka and Jef Maton. London, Croom Helm, 1981. 169p. £ 12.95.

This study is prepared for the International Labour Office within the framework of the World Employment Programme. It discusses in general terms the relation between economic growth and changes in the size distribution of incomes. One of the principal goals of the economic growth in poor countries is the reduction of both the open urban unemployment as well as of the hidden unemployment and underemployment in the rural areas. For that reason, special attention is given to the impact of changes in the distribution of income on the employment situa-

tion. In the country case studies that follow, a specifically developed semi-closed static input-output model is applied to the Philippines, Iran, the Republic of Korea and Malaysia, in order to investigate the likely impact of hypothetical redistributions of income on employment and output. The model shows how such redistribution would raise employment but would not reduce imports. There is an eight-page bibliography.

PHILIP, A.T. Indian government and politics, by A.T. Philip and K.H. Sivaji Rao. New Delhi, Sterling, 1981. 229p. Rs. 65.00.

This book brought out by the Department of Political Science, Osmania University, is mainly intended as a text-book for students of the undergraduate classes. It begins with a brief survey of the landmarks of constitutional development, and deals in detail with the formal structure of the Indian constitution. It also analyses the political process and explores the role of political parties, pressure groups, caste, linguism, regionalism, etc. Political institutions at the grass root level, both in the urban and rural areas, are portrayed with due emphasis on local finance and state-local relations. The book provides a panoramic view of the historical growth and development of political institutions, the constitutional framework, governmental structures, and political processes and forces influencing and shaping the Indian political system.

SHAFRITZ, JAY M. Personnel management in government: politics and process, by Jay M. Shafritz, Albert C. Hyde, and Devid H. Rosenbloom. 2nd ed. New York, Marcel Dekker, 1981. 436p. \$ 22.50.

The major intent of this text is to expose the reader to the basic elements of public personnel practice with an emphasis on the most pressing concerns of today and the most probable concerns of tomorrow. This is not a "how-to-do-it" book written for people who want to be personnel experts in the easy lessons. It is a "what-is-it" book written for people who seek or are engaged in managerial careers in the public sector and are in need of a basic introduction to, or a review of, public personnel machinations. The public personnel process is a political process. The authors' underlying premise is that the public personnel process cannot be properly understood without an appreciation of its political dynamics.

SHARMA, P.D. Police polity and people in India. New Delhi, Uppal, 1981. 317p. Rs. 125.00.

This study on Indian police discusses its organic linkages with society and polity in India since independence. Adopting the social change focus and highlighting the nature and need of police reforms within the parameters of parliamentary polity and performance-expectation lag of the citizenry, it examines the malaise of police organisation. The study explores the explosive areas of police administration and raises some questions that bedevil the profession of policing society like India. A plea for adoption of managerial approach for effectiveness in police tasks, provides the backdrop on which the author has worked out the panorama of his reform design. The author pleads for an autonomous, decentralised, specialised and management oriented police system to handle police needs of a developing society, and suggests induction of high level professionalisation in police ranks. The study presents a blue-print of police reforms, encompassing police philosophy, police culture, and police ethics. There is a thirteen-page bibliography.

SMITH, GORDON B., ed. Public policy and administration in the Soviet Union. New York, Praeger, 1980. 225p. \$ 21.95.

The focus of this collection of research papers is on policy areas having a direct, daily impact on the average Soviet citizen. In so doing an attempt is made to show the process by which those policies are made and implemented. The papers gathered here represent original research by authors who have considerable first hand experience in the Soviet Union as well as in-depth research knowledge of their respective specialities. The issues analysed are: bureaucratic politics and public policy, party and bureaucracy, cultural policy, urban management, legal policy, public welfare, etc.

SPANN, R.N. Government administration in Australia. Sydney, George Allen & Unwin, 1079, 524p. £ 8.50.

This book is an almost wholly rewritten version of one originally published twenty years ago under a different title. The old book began as a symposium. For this one the author himself has written most of the text and has brought up-to-date the contributions of others. The main purpose of this book is to describe and appraise recent developments in the structures and processes of Australian government administration. The book is in four parts: (1) Introduction, (2) Structures, (3) The public services, and (4) Some problems of policy and management.

STREETEN, PAUL P. Development perspectives. London, Macmillan, 1981. 449p. £ 25.00.

A major theme of this book is the need for constructive institutional responses, both at the subnational and at the super-national level, that are better adapted to the challenges of our age. Private foreign investment and the activities of transnational companies is one area in which institutional innovation can reduce conflict and reap substantial rewards. Several chapters are devoted to exploring ways of improving the impact on development of the transnationals. Fundamental questions about the nature and scope of our enquiries into the development process and the problems created by development research are discussed in another set of chapters. New development strategies are explored in several chapters. These cover some of the new objectives, and emphasise the need to pursue a multi-pronged attack. Meeting basic human needs is an age-old objective, common to the great religions of the world. It is shown how it can provide new integrating and organising power to a whole range of development problems, and what indicators we have for monitoring achievement.

STREETEN, PAUL P., ed. Recent issues in world development: a collection of survey articles, ed. by Paul P. Streeten and Richard Jolly. Oxford, Pergamon Press, 1981. 441p. \$ 52.00.

The objectives of this collection are, first, to present the professional but non-specialist with a review of recent research showing what work has been done in a number of important areas of development policy with a guide to the literature. Secondly, to appraise this work critically, especially theoretical approaches in the light of empirical findings, and thirdly, to point out the gaps in our knowledge, so that future workers (including graduates choosing topics for theses) might be encouraged to fill them. The articles are followed by comments by one or two persons to encourage different and critical

perspectives. The editors hope that these policy oriented survey articles will be useful to busy policy-holders.

TERRITO, LEONARD. Stress and police personnel, by L. Territo and Harold J. Vetter. Boston, Allyn and Bacon, 1981. 336p. \$ 14.25.

This book is in five sections: (1) The nature of stress. (2) Stress and the police officer, (3) Stress and the police administrator, (4) Stress and the police family, and (5) Organisational and individual programmes for coping with stress. First section provides an orientation and introduction to the general topic of stress and some of its principal physiological, and social consequences. Second section examines job stress and some of its more destructive manifestations, namely, alcoholism, divorce and other family problems, and suicide. The third section discusses the stress factors inherent in the managerial task and function. The fourth section looks at the toll exacted from the wives, children, and relatives of police personnel by the stressful aspects of police work. The last section describes stress control programmes and counselling services available to police officers, police administrators, and their families in different police departments.

UDAI NARAIN. Parliamentary control of public administration in India, Allahabad, Chugh, 1981. 484p. Rs. 150.00.

This work studies some aspects of parliamentary control of public administration in India. The aspects are: policies, activities, organisation, personnel, finance, and operation of the Union administration. It has been undertaken for examining the effectiveness of parliamentary procedures and instrumentalities and thereby for assessing the role of Parliament as the means of democratic control of the administration with a view to find out their deficiencies. There are eleven chapters. The first three chapters deal with the nature of the Indian administration, the procedures of Parliamentary control, and the instrumentalities of that control. Chapters fourth to ninth examine the role of Parliament in the fields of public policy, activities, organisation, personnel administration, financial administration, and administrative operation. The tenth one makes an evaluation of the role analytically and comparatively. The last chapter gives the conclusions, problems and suggestions. There is a thirty-one-page bibliography. This work is a thesis accepted for the D. Litt. degree of the University of Lucknow.

UYANGA, JOSEPH T. geography of rural development in Nigeria. Washington, Univ. Press of America, 1980. 173p. \$ 9.00.

Until the 'oil boom' in the late fifties and early sixties in the Nigerian economy, the rural sector was the mainstay of the economy. Growth in the exports of cocoa, oil palm, groundnuts and cotton supported the development of Commercial activities and banks, transportation links, and increased government services. Rural development was predicated on the growth of export crops. This book is concerned with the geographical, economic and related issues relevant to the development of Nigerian rural areas as spatial systems. The themes discussed are: relative deprivation of rural areas and their environmental and economic characteristics, processes and factors of rural resource development and planning, and evaluation of the procedural and organisational structure of rural development in the country.

VALDES, ALBERTO, ed. Food security for developing countries. Boulder, Colorado, Westview Press, 1981. 351p. \$ 31.50.

Five years after the 1975 World Food Conference's call for a global food security system, not only does no such system exist, but there is no indication that one is to be established. The creation of the required system, able to meet the needs of poor people in poor countries, calls for substantial action in both low and high income countries. In this volume policy advisers and researchers discuss the nature and magnitude of the security problem in the less-developed countries and assess the likely impact of national and international initiatives upon food security in these countries. These research papers were presented at a 1978 conference sponsored by the International Food Policy Research Institute and the International Maize and Wheat Improvement Center.

VERMA, PRAMOD. Profile of labour: socio-economic studies in Ahmedabad. Ahmedabad, Academic Book Centre, 1981. 139p. Rs. 35.00.

The studies reported in this volume deal with various aspects of labour in Ahmedabad. However, the problems posed by the studies are not peculiar to Ahmedabad. Indeed, all major industrial centres in the country face similar, if not identical, stresses and strains of economic development. The book consists of five chapters. First chapter provides a comprehensive picture of the life and living of chawl dwellers. While the pattern of consumption expenditure is discussed in second chapter, the theme of knowledge, attitude and practice of family planning is the subject-matter of third chapter. Fourth chapter deals with the problems relating to social disharmony. The last chapter is an overview of the strains and stresses of development being faced by the disadvantaged labour. The questionnaire for socio-economic survey is presented in the end.

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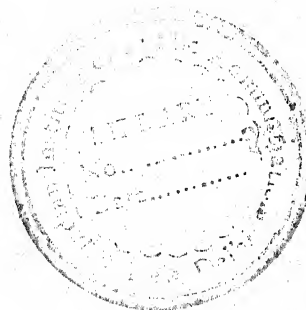
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ACCOUNTING

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ADMINISTRATIVE DECENTRALISATION

DUTTA, VIJAY RANJAN. (Gandhian Institute of Studies, Varanasi). Decentralisation and political development in India: a Gandhian perspective. *Indian Journal of Public Administration*, 28(1) Jan.-Mar. 82, p.1-19.

Gandhi stressed individual autonomy which to him meant both self-rule and self-control. Instead of asking for more privilege and power, each level of society, consisting of socially responsible individuals, was committed to the welfare of the other layer. The outer most in the circumference was not exercising any superior power to swamp the inner level of the circle. Rather, it gave strength to all other levels and thus the simile of the oceanic circle was complete. This was the crux of Gandhi's socio-economic philosophy which Dutta attempts to bring out in his article.

Dutta narrates several developments in the socio-political sphere in post-independence India which, while having some features of the Gandhian outlook, have, in fact, taken the country away from the Gandhian ideals. And the underlying theme of Dutta's article is that we as a community are the poorer as a result.—
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HUMES, SAMUEL. The distribution of power from government-by-area to government-by-bureau. *International Journal of Public Administration*, 3(4) 81, p.455-81.

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of Public Administration, 15(1) Spring 81, p.16-28.

ADMINISTRATIVE REORGANISATION

SALAMON, LESTER M. (The Urban Institute). The goals of reorganization: a framework for analysis. *Administration and Society*, 12(1) Feb. 81, p.471-500.

Recent debates, both in the political arena and in academic circles, have thoroughly clouded the objectives that government reorganization can reasonably be expected to advance. To remedy this, this article suggests a framework for sorting out the lengthy laundry lists of possible goals commonly associated with reorganization. According to this framework, reorganization can be distinguished according to whether their primary objective is: (1) economy and efficiency; (2) policy effectiveness; or (3) tactical advantage. Each of these three major types of reorganizations has its own basic characteristics, political and administrative dynamics, underlying theory, and advantages and disadvantages. While no particular reorganization may fall exclusively into any one of these categories, this framework can help clarify discussions of organizational reform and improve our understanding of the objectives such reform can accomplish.—*Reproduced*.

SHAKYA, DHARMA BAHADUR. (Tribhuvan Univ.). The first administrative modernization attempts in Nepal: an evaluation. *Public Administration Journal*, 4(1) May 81, p.1-7.

The Interim Government Act of Nepal, 1951, abolished the personal absolutism of the Rana Prime Minister and provided for a collective sharing of power between the King and the Council of Ministers. With a change-over from feudocracy to democracy, innovations in administrative functions and procedures became imperative. So at the request of Government of Nepal, the Indian Govern-

ment sent an expert team to help reorganise the Nepalese administrative organisation and management. The analysis of administrative reforms introduced with the help of the expert committee indicates that the reforms have resulted in complete chaos and confusion both among the old traditional as well as the new dynamic civil servants.

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H.J. Mittendorf reviews the role of rural market centres in selected countries of Asia, including India. The author attaches considerable importance to their potential for small farmers' development. He defines a rural market centre as the first physical point of concentration of goods and services in the marketing system where small farmers usually sell and buy. Such centres can be assembly points of farm goods and they can also be points for meeting the farmers' own consumption needs. They can also be points of social gathering and centres of information where ideas and innovations can be exchanged. - *Reproduced from editorial.*

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AGRICULTURE AND STATE

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BANK ROBBERIES

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BHARAT HEAVY ELECTRICALS

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BIRTH CONTROL

CHHABRA, RAMI. Limiting births: not yet a responsible way of life. *Statesman*, 12 May 82, p.6.

DOSHI, P.R. Population policy for India. *Eastern Economist*, 78(16) 23 Apr. 82, p.995-9.

SIWAL, B.R. Population education in rural development. *Kurukshetra*, 30(14) 16 Apr. 82, p. 13-15.

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BUDGET

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VENKATACHARY, R. Budget and new direction in development. *Yojana*, 26(6) 1 Apr. 82, p.12-13.

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BUDGET, CAPITAL

LIOUKAS, S.K. and D.J. CHAMBERS. The boundary between planning and incremental budgeting: empirical examination in a publicly-owned corporation. *Management Science*, 27(12) Dec. 81, p.1421-34.

BUREAUCRACY

BACHARACH, SAMUEL B. (Cornell Univ.) and J. LAWRENCE FRENCH (Univ. of Texas). Role-allocation process in public bureaucracies: external political pressures, internal differentiation and the perception of recruitment and promotion. *Administration and Society*, 12(4) Feb. 81, p.399-426.

This study examines the rationality of role-allocation processes in public bureaucracies. The article specifically examines the perception of recruitment and promotion. Comparative organizational data provided support for the arguments that: (a) politically neutral civil service entrance exams are adopted to increase bureaucratic autonomy from external political pressures rather than as a means to secure technical competence, and (b) conditions fostering the use of either political neutrality or technical competence as recruitment criteria reduce perceived reliance on merit as a promotion criterion.—*Reproduced*.

BANERJEE, SHYAMLAL (Indian Institute of Management, Calcutta). Bureaucracy and economic development. *Management Accountant*, 17(6) June 82, p.297-301.

Bureaucracy in the inept hands of its users is mostly hostile to its growing task of development. Each administrator, high or low, would use his power for his own benefit before it will overflow to the outer territory. The damaging symptoms of bureaucratic administration, which frustrate national aims are explained. The case now is for less administration, levelling down tiers cutting horizontal levels mercilessly, taking administration, lock, stock and barrel, downhill closer to the plains, making it stand face to face with the people. The pyramid of power must be laid upside down, power being concentrated at the wide top of the inverted pyramid where flows the national life of the countryside. In the model presented by the author, the central power

vests in the wide base of pyramid, now upside down, which occupies the vantage source from which authority and discretion emanate and decentralised down to the tapering top.

GREGORY, R.J. Understanding public bureaucracy. *Public Sector*, 4(2-3) 82, p.3-12.

KANG, SINTAEK. Some negative aspects of bureaucratic behaviour in Korea. *Korean Journal of Public Administration*, 19(2) 81, p.172-91.

MORGAN, MARIA CHAN. Controlling the bureaucracy in post-Mao China. *Asian Survey*, 21(12) Dec. 81, p.1223-36.

MOULIK, T.K. (Indian Institute of Management, Ahmedabad). Bureaucracy, development and people. *Mainstream*, 20(32) 10 Apr. 82, p.15-19.

In India there has been a phenomenal growth in government bureaucracy both in its size and in its functional responsibilities. Development is the process by which the people's standard of living is raised, and as the benefits of economic growth, in actual practice do not percolate, growth cannot be equated with development. This article is an attempt to examine the role and capability of the bureaucracy in the process of people's development. The constraints and limitations of bureaucracy arise out of two historical factors: the class composition of the bureaucracy and the nature of bureaucratic functions. Armed with financial and regulatory power, the bureaucracy, with its class background, assumes the role of 'giver' against the vast mass of poor 'receivers'. We cannot expect the bureaucrats to organise the downtrodden proletariat to turn them from a mere receiving system into a demand system, and the political leadership is not strong enough to compel the bureaucrats to do so. If the pyramid of power structure can be turned upside down, in-different and hesitant bureaucrats may

become bold enough to join the proletariat for people's development.

POUDYAL, MADHAB PRASAD. (Tribhuvan Univ.). Bureau-pathology in Nepal. *Public Administration Journal*, 4(1) May 81, p.24-37.

The term bureau-pathology refers to bad characteristics of bureaucracy. The purpose of this paper is to analyse this term in a broad spectrum, point out its occurrence in different situations, and trace out some Nepalese cases. The types of organisational pathologies examined are: (1) pathology of persistence, (2) pathology of conservatism, (3) pathology of growth, (4) pathology of status, (5) pathology of self-service, (6) pathology of buck-passing, (7) pathology of delay, (8) pathology of corruption, and (9) pathology of nepotism.

CABINET SYSTEM

LAMMERS, WILLIAM W. and JOSEPH L. NYOMARKAY. The Canadian cabinet in comparative perspective. *Canadian Journal of Political Science*, 15(1) Mar. 82, p.20-46.

LIJPHART, AREND. (Univ. of California). Power-sharing versus majority rule: patterns of cabinet formation in twenty democracies. *Government and Opposition*, 16(4) Autumn 81, p.395-413.

The major alternative to majoritarian democracy is consociational democracy. The difference between these two forms of democracy is explained. Especially in plural societies consociational democracy is the more suitable democratic model. The author has explored different patterns of exercising executive power, has discussed major coalition theories, and has suggested some improvements. The last part of the article is devoted to a review of the empirical findings concerning the types of cabinet that occur in the countries which have been continuously democratic since about World War II.

CENSUS

BOSE, ASHISH. Making the best of the census. *Indian Express*, 3 Apr. 82, p.6.

FESHBACH, MURRAY. Between the lines of the 1979 Soviet census. Problems of Communism, 31, Jan.-Feb. 82, p.27-37.

NAIK, R.D. The concept of urban: an analysis of census definition. *Indian Journal of Social Work*, 43(1) Apr. 82, p.63-9.

CHILD LABOUR

JAIN, S.N. Child labour. *Journal of the Indian Law Institute*, 23(1) July-Sept. 81, p.336-48.

CHILD WELFARE

MITRA, ASOK. Citizens of tomorrow: children neglected and exploited. *Statesman*, 22 May 82, p.6.

CHINA—ECONOMIC CONDITIONS

XING-QUANG, LING. The Chinese economy learns from Japanese experience. *Japan Quarterly*, 29(1) Jan.-Mar. 82, p.39-48.

CITIES AND TOWNS

DEORA, MURLI S. A city is being strangled. *Times of India*, 30 May 82, p.1.

KUMAR, TEJ B. From desolation to over population: Delhi. *Civic Affairs*, 29(8) Mar. 82, p.17-26.

MEAD, TIMOTHY D. and WILLIAM J. McCOY. Citizen defined priorities in urban growth: a case study. *Journal of Urban Analysis*, 7(1) Jan. 82, p.17-34.

SINHA, PUNAM. Growth of the capital city. *Economic Times*, 21 June 82, p.5.

CITY PLANNING

ADITYA PRAKASH. Architecture, community planning and the urban systems. *Nagarlok*, 14(1) Jan.-Mar. 82, p.12-27.

BRACKEN, IAN and DAVID HUME. Forecasting techniques in structure plans: lessons from the Welsh plans. *Town Planning Review*, 52(4) Oct. 81, p.375-89.

BRANCH, MELVILLE C. Sins of city planners. *Public Administration Review*, 42(1) Jan.-Feb. 82, p.1-5.

HOSHIAR SINGH (Univ. of Rajasthan, Jaipur). Urban growth: need for integrated planning and development. *Quarterly Journal of the Local Self-Government Institute*, 52(2) Oct.-Dec. 81, p.94-7.

It is universally admitted that our cities are in urgent need of planned development. Plans are formulated, discussed and debated. A few are even attempted to be implemented. Yet our cities continue to be, in Gandhiji's words, 'plague spots' and a living hell for the many poor. Dr. Hoshiar Singh subjects the current approach in planning to a severely critical analysis and points out that most of these plans are wholly unrealistic and unfeasible. Western models of planning are ill-suited to this country. We need, as Dr. Singh, emphasises, plans which are in consonance with our indigenous social-cultural environment. —*Reproduced.*

NAIR, E. NARAYANAN. Ahmedabad urban economy and its planning perspectives. *Nagarlok*, 14(1) Jan.-Mar. 82, p.28-32.

NANDY, RAJ. A house divided: how not to manage urban growth. *Statesman*, 6 June 82, p.6.

SAGER, TORE. Evaluation methods in local participatory planning. *Town Planning Review*, 52(4) Oct. 81, p.417-32.

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SYMPOSIUM: a comparative view of national urban policy. *Journal of the American Planning Association*, 48(1) Winter 82, p.5-160 (entire issue).

Contents: Introduction, by Dennis Gale; National urban policy; the case of West Germany, by Eberhard Von Einem; National urban policy in Sweden, by David R. Goldfield; Urban policy and British cities, by John R. Short; The improbability of urban policy: the case of the United States, by William W. Goldsmith and Harvey M. Jacobs; Planning in the face of power, by John Forester; Alternative perspectives on neighborhood decline, by Arthur P. Solomon and Kerry D. Vandell; UDAG and the urban environment, by Phyllis Myers.

WEINER, HOWARD R. Israel's developments towns: another look. *ITCC Review*, 10(3) July 81, p.38-43.

CIVIL LIBERTIES

BILSON, JOHN F.O. Civil liberty: an econometric investigation. *Kyklos*, 35(1) 82, p.94-114.

CIVIL SERVICE

BHAMBRI, C.P. (Jawaharlal Nehru Univ.). IAS and the secular goal. *Hindustan Times*, 27 May 82, p.9.

Public functionaries can provide protection to helpless victims of fanaticism only if they themselves are committed to secularism. The analysis of recruitment methods indicates that no attempt is being made to find out the social attitudes of the candidates. Neither IAS recruitment nor the training has anything to do with social beliefs which can be contrary to the general national goals of secularism. No mechanism has been evolved to find out how deep is the

caste prejudice in the young entrants to the IAS.

KHAN, MOHAMMAD MOHABBAT. Indianisation of the Covenanted Civil Service (1858-1892): a constitutional perspective. *Politics, Administration and Change*, 7(1) Jan.-June 82, p.40-7.

KONIG, KLAUS. Development of professional qualifications in public administration. *Administration*, 29(3) 82, p.290-307.

POLLITT, CHRISTOPHER. The CSD (Civil Service Department): a normal death. *Public Administration*, 60(1) Spring 82, p.73-7.

RUDRA, DIPAK. Illusion of an elite. *Statesman*, 12 Apr. 82, p.6; 13 Apr. 82, p.6.

In the IAS, we do not have a class of people who determine the general tenor of people's lives and unlike the ICS, its members do not figure anywhere near the highest available levels of academic attainment. The steady rise in the number of recruits has not seriously disturbed the in-built homogeneity and a certain uniformity of reflexes. The appeal of the service to our best students is clearly declining. Unattractive salary scales is one of the important reasons for disenchantment with the services. Decision making in the government is dominated today by pressure-groups and as such "concentration of power" in IAS is a myth. The classical attributes of anonymity, neutrality and rationality have remained neither valid nor appropriate. Ultimately we must decide whether we want the present career-based bureaucracy to be replaced by a political executive propped up by a spoils system.

WOOD, GEOFFREY. Examining statistics on the higher civil service. *Public Administration*, 59, Winter 81, p.473-81.

CIVIL SERVICE AND LEGISLATORS

GOODIN, ROBERT E. (Univ. of Essex). Rational politicians and rational bureaucrats in Washington and Whitehall. *Public Administration*, 60(1) Spring 82, p.23-41.

William Niskanen's theory of *Bureaucracy and Representative Government* predicts that the interaction of rational vote-maximizing politicians and rational budget-maximizing bureaucrats will lead to an over supply of bureaucratic goods and services. The demand, supply and motivational components of this model are all shown to be flawed; and the over-supply conclusion therefore fails to follow. A revised model constructed from the elements that can be salvaged from this critique suggests that rational mission-committed politicians and bureaucrats join in a policy-making oligopoly, run internally on the basis of trust and externally on the manipulation of information. This leads to a skewing (rather than a simple oversupply) of bureaucratic goods and services. Some evidence suggests that this model fits British as well as American policy-making.—*Reproduced.*

COLLECTIVE BARGAINING

DAYAL, SAHAB. Revival of collective bargaining in India: some recent evidence. *Indian Journal of Industrial Relations*, 17(3) Jan. 82, p.329-37.

LEWIN, DAVID. Collective bargaining and the quality of work life. *Organizational Dynamics*, Autumn 81, p.37-53.

COLLEGES AND UNIVERSITIES

BHIDAY, M.R. Improving functioning of universities. *Hindustan Times*, 10 June 82, p.17.

GANDHI, RAJMOHAN. Early brush with evil: tackling examination hall abuses. *Statesman*, 18 Apr. 82, p.6.

JHA, AKHILESHWAR. Roots of campus malaise. *Times of India*, 6 Apr. 82, p.6.

JOHN, V.V. Chancellor as puppet. *Indian Express*, 22 Apr. 82, p.6.

MALLA, KAMAL P. The role of the Rector in Tribhuvan University administration. *Public Administration Journal*, 4(1) May 81, p.13-23.

NANDAKUMAR, PREMA. Central universities: promise and performance. *Hindustan Times*, 11 Apr. 82, p.9.

PATIL, V.T. and R.T. JANGAM. Universities and political parties: a study in linkage politics. *Journal of the Karnatak University, Social Sciences*, 16-17, 80-81, p.67-74.

COMMUNES

DOMES, JURGEN. New policies in the communes: notes on rural societal structures in China 1976-1981. *Journal of Asian Studies*, 41(2) Feb. 82, p.253-67.

COMPUTERS

JAIN, P.G. The nature of computer application. *Integrated Management*, 16(10-12) Oct.-Dec. 81, p.5-7.

KING, JOHN LESLIE. Local government use of information technology: the next decade. *Public Administration Review*, 42(1) Jan.-Feb. 82, p.25-36.

RAMAKRISHNAN, K.R. Third generation computers. *Management Accountant*, 17(5) May 82, p.254-6.

CONSTITUTIONAL LAW

RAKSHIT, NIRMALENDU BIKASH. The Constituent Assembly of India. *Modern Review*, 144(3-4) Mar.-Apr. 80, p.73-81.

STOCKWIN, HARVEY. China's many

constitutions. Times of India, 11 May 82, p.6; 12 May 82, p.6.

CONSTITUTIONS—AMENDMENTS

BALCH, STEPHEN H. Amending the U.S. constitution: the view from New York. State Government, Spring 80, p.103-7.

MELONE, ALBERT P. and JODSON H. JONES. Constitutional convention delegates and interest groups: a panel study of elite socialization. Journal of Politics, 44(1) Feb. 82, p.183-92.

CONSULTANTS

AXLINE, LARRY L. Hiring a consultant? first do your homework. Personnel, 58(6) Nov.-Dec. 81, p.39-43.

SHERWOOD, JOHN J. Hiring a consultant? establish a collaborative approach. Personnel, 58(6) Nov.-Dec. 81, p.44-9.

CONTEMPT OF COURT

MADHAVA MENON, N.R. Law of contempt: use and abuse. Hindustan Times, 22 May, 82, p.9.

CONTRACTS

RAJEEV, D. (Univ. of Cochin). Government contract: right or privilege? Cochin University Law Review, 6(4) Dec. 81, p.390-400.

This article deals with the question whether the government can be equated with a private party in the matter of freedom of contract. The concept of Rule of Law commands the State to perform its duties in fair manner. Supreme Court decision in *Ramana Dayaram Shetty V. International Airport Authority* provides a balance in the conflicting values of state interference and protection of individual rights. Today government cannot be equated with a private individual in the case of entering into contracts. Without sufficient

reason and adequate criteria it cannot exclude a person from dealing with it.

COOPERATION

HOPE, REMPE R. A revitalised role for co-operatives in economic development. Review of International Cooperation, 75(1) 82, p.25-30.

CORRUPTION

AINA, SOLA. Bureaucratic corruption in Nigeria: the continuing search for causes and cures. International Review of Administrative Sciences, 48(8) 82, p.70-6.

BHARGAVA, G.S. To live with corruption. Hindustan Times, 23 May 82, p.1.

KAKATI, SATIS C. Aspects of corruption: striking roots after independence. Statesman, 4 June 82, p.6.

MAHESHWARI, S.R. Aspects of corruption: some suggestions for reform. Statesman, 5 June 82, p.6.

MOOKHERJEE, ASOKE. Corruption at low places. Amrita Bazar Patrika, 22 May 82, p.6.

PALMIER, LESLIE. The control of corruption in the developing world. India International Centre Quarterly, 9(1) Mar. 82, p.3-12.

WADE, ROBERT. The system of administrative and political corruption: canal irrigation in South India. Journal of Development Studies, 18(3) Apr. 82, p.287-328.

CORRUPTION, POLITICAL

CANAGARATNA, SELVAM. Scandals in Sri Lanka: two sides of same political coin. Statesman, 9 June 82, p.8.

CHITTA RANJAN, C.N. Corruption: who is to fight it? Mainstream, 20(37) 15 May 82, p.7-9.

KABRA, KAMAL NAYAN. Locating roots of corruption. *Mainstream*, 20(31) 3 Apr. 82, p.13-14, 34.

NOORANI, A.G. Prosecuting Mr. Antulay. *Indian Express*, 20 Apr. 82, p.6.

COST-BENEFIT ANALYSIS

GUPTA, DEVENDRA B. and AJIT K. DASGUPTA. Benefit-cost analysis for a rural industrialisation programme: a case study. *Indian Economic Review*, 15(4) Oct.-Dec. 80, p.255-71.

COUNSELLING

DASS, S.L. Effective counselling. *Defence Management*, 9(1) Apr. 82, p.22-8.

CREDIT

AGRAWAL, N.K. Chore Committees' approach to lending by banks. *Chartered Accountant*, 30(12) June 82, p. 829-32.

CRIME

APPAVOO, S.M. Criminal law: the lawyer's need for a new horizon. *Police Journal*, 55(2) Apr.-July 82, p.105-9.

DAS, TUSHAR KANTI. Crime and punishment: how to bring offenders to book. *Statesman*, 8 June 82, p.6.

KASSEBAUM, GENE. Crime and economic development. *Indian Journal of Social Work*, 43(1) Apr. 82, p.1-10.

TALWAR, H.R.K. Crime trends and crime prevention strategies. *Indian Police Journal*, 28(2) Oct.-Dec. 81, p.20-8.

CRIMINAL PROCEDURE

IMBERT, PETER. Thoughts on the report of the Royal Commission on criminal procedure. *Police Journal*, 55(2) Apr.-July 82, p.136-40.

DAY NURSERIES

SEGURET, M.C. Child-care services for

working parents. *International Labour Review*, 120(6) Nov.-Dec. 81, p.711-25.

DECISION MAKING

BRUNSSON, NILS. The irrationality of action and action rationality?: decisions, ideologies and organizational actions. *Journal of Management Studies*, 19(1) Jan. 82, p.29-44.

DONDE, C.R. (All India Institute of Local Self-Government, Bombay). The role of judgement in public administration. *Quarterly Journal of the Local Self Government Institute*, 52(2) Oct.-Dec. 81, p.88-93.

No skill is more critical and important for an administrator than the ability to exercise judgement which is both appropriate and timely. It is a skill which can develop in an administrator only when he is continuously appraising and learning from his own experiences. Judging is an art which an administrator has to assiduously cultivate if he has to succeed in his chosen field. Shri G.R. Donde in the following article has skillfully analysed the various elements which go in the making of a sound judgement. —*Reproduced.*

HUNSAKER, PHILLIP L. and JOHANNA S. HUNSAKER. Decision styles: in theory, in practice. *Organizational Dynamics*, Autumn 81, p.23-36.

TALWAR, S. Success without decisions. *Defence Management*, 9(1) Apr. 82, p.4-6.

DEFENCE, NATIONAL

KATOCH, G.C. Our Coast Guard: how to foil healthy growth. *Statesman*, 8 May 82, p.6.

NAMBOODIRI, P.K.S. Defence in the eighties. *Mainstream*, 20(34) 24 Apr. 82, p. 6-32.

THAPAN, M.L. The three services: need

for a common strategy. *Statesman*, 3 Apr. 82, p.6.

VOHRA, A.M. National security perspective. *U.S.I. Journal*, 111(465) July-Sept. 81, p.215-21.

DELEGATION OF POWERS

RANGNEKAR, SHARU S. The dilemma of delegation. *Integrated Management*, 16(4-6) Apr.-June 82, p.8, 17.

DEVELOPMENT ADMINISTRATION

DWIVEDI, O.P. and J. NEF. (Univ. of Guelph). Crises and continuities in development theory and administration: first and third world perspectives. *Public Administration and Development*, 2(1) Jan.-Mar. 82, p.59-77.

'Development Administration' as an academic discipline originated in the West and has been dominated by Western thought. This article traces the development of the discipline and outlines its Western theoretical foundations and assumptions. The failure of Development Administration to solve the problems of the Third World is outlined, and the 'indigenization of underdevelopment' is discussed. New challenges to the discipline, that have been previously seen as 'heretical', are presented as alternatives to Western models that have proven their ineffectiveness. China, Guinea-Bissau, India, Tanzania and Libya are used as examples of countries attempting alternative routes to development and development administration. The article stresses the need for open examination of non-traditional models that may provide valuable clues in the struggle for a viable development strategy. It concludes by suggesting four major issues around which a new conceptualization can be built: accountable development administration, the role of values, the emergence of fundamentalist ideologies, and the challenges posed by the Third Development Decade.—*Reproduced.*

DIPLOMATIC AND CONSULAR SERVICE

SARKAR, BIDYUT. Diplomats in waiting: meeting the challenges of tomorrow. *Statesman*, 9 May 82, p.6.

DISASTER RELIEF

BUTLER, J.R.G. and D.P. DOESSEL. Efficiency and equity in natural disaster relief. *Public Finance*, 36(2) 81, p.193-213.

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The transfer of financial resources to states made by the Planning Commission are discretionary and political and are determined by the process of bargaining between the Centre and each of the states concerned. After the establishment of Planning Commission the role of the finance commissions is limited to the financial transfers for non-plan expenditure. The finance commissions have tended to lean more heavily on a conservative approach rather than on innovations. The views of the states on allocation of funds are briefly discussed, and an attempt is made to examine the various provisions in the Constitution *vis-a-vis* the role of the finance commissions. The author has also dealt with the recommendations of the 7th Finance Commission.

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GOVERNMENT ENTERPRISE

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CHATTOPADHYAY, P. Interest liabilities of central government undertakings. *Eastern Economist*, 78(25) 27 June 82, p.1414-17.

DHAR, RANJIT and ARUN ELHANCE. Relative growth of public and private sectors. *Lok Udyog*, 16(1) Apr. 82, p.15-28.

DUTT, R.C. Public enterprises: cavalier erosion of autonomy. *Economic Times*, 16 June 82, p.5.

While the public enterprises do have a fair measure of autonomy on paper, in practice there are inroads into their autonomy which many enterprise-executives do not find it possible or desirable to resist. Various ways in which the autonomy is eroded are analysed in this article. Autonomy measures accorded to the public enterprises should not be eroded through the issue of guidelines. Measures are necessary to enable the executives to fight, not for themselves but for their enterprises.

EL MIR, ALI. The evaluation of public enterprise performance: some crucial issues. *Public Enterprise*, 2(3) 82, p.49-61.

FERNANDES, PRAXY. Pricing: fallacies and fantasies. *State Enterprise*, 1(1) Jan.-Mar. 82, p.26-40.

In this article "Some thoughts on the mythology of pricing policies and practices" of public enterprises have been

articulated, and questions posed to stimulate a debate on the many aspects of such issues as financial and socio-economic objectives and "cost factors" governing them. Some of the issues, worded rhetorically, which are raised here, are: "How Unbusinesslike are Social Goals?" "The Plus Cost of Cost Plus" and "The Quality of Price and the Price of Quality". Empirical evidence collated in the article also illustrates and enlivens a thesis, relevant to the philosophy and practice of public sector management.— *Reproduced.*

FREEMAN, JOHN R. (Massachusetts Institute of Technology). State entrepreneurship and dependent development. *American Journal of Political Science*, 26(1) Feb. 82, p.90-112.

State entrepreneurship is a policy through which productive enterprises are owned as public agencies but operated in accordance with standard business criteria. State intervention of this kind is increasingly common in the Third World, where the policy is a response to the entrepreneurial capabilities and proclivities of local-private and multinational enterprise. Existing accounts of the interrelationship of state, local, and multinational entrepreneurship are studied and found to have a number of theoretical shortcomings. These deficiencies are eliminated by formalizing the central tenets of the explanations and then deducing the generic properties of entrepreneurship histories. In turn, nonintuitive insights emerge concerning the prospects for survival of the triple alliance of state, local and multinational capital. Finally, the groundwork is laid for a more in-depth study of selected political and economic determinants of state entrepreneurship.— *Reproduced.*

GARNER, MAURICE. The financing of the nationalized industries: note on the report of the Treasury and Civil Service Committee. *Public Administration*, 59, Winter 81, p.466-73.

GORADIA, PRAFULL. Vitalising the public sector. *Hindustan Times*, 21 May 82, p.17.

Our public sector units are administered and not managed. Unlike administration, management cannot be uniform in all units. It is suggested that shares of every corporation should be sold to other public sector companies. The executives of these corporations will then keep a watch on the performance of each other's companies. When prices are kept artificially at low levels, below a price fair to the manufacturer, the loss should be made up by the national exchequer with the help of a subsidy. As a measure to provide job security without burdening the industry with unwanted workers, a panel should be formed for them, and should be given preference whenever vacancies occur in the public sector.

HUSAIN, ABID. A survey of the comparative roles of private and public industrial enterprises: a case study of Pakistan. *Public Enterprise*, 2(3) 82, p.69-80.

KNIGHT, ARTHUR. The control of the nationalised industries. *Political Quarterly*, 53(1) Jan.-Mar. 82, p.24-34.

Despite almost 50 years' experience, Britain has not yet developed a consensus on how to manage the nationalised industries in a way which combines legitimate political interest in them with the vital need to achieve improved industrial performance. This article examines the history of public policy on the question, and puts forward some reflections to stimulate debate on this important question. It also analyses the concept of correct control framework.

KULKARNI, G.R. and C. RANGARAJAN, (Indian Institute of Management, Ahmedabad). State sector and the Indian economy. *State Enterprise*, 1(1) Jan.-Mar. 82, p.1-16.

The public sector has come to play a

pivotal role in the Indian economy. There has been a spectacular increase in investment in public sector enterprises during the last thirty years. In addition, investment has gone into the more strategic segments of the economy. The article presents a comprehensive picture of the nature, extent, quantum and pattern of public sector investments during the last three decades, and analyses the influences, ideological and otherwise, which have shaped them. It also focuses attention on the managerial tasks to be performed by the public sector in the coming decades. The magnitude of the investment, its criticality to the strategic sectors, and the extraordinarily wide spectrum over which operations of the public sector extend, will continue to assure a key role for it in the economic development of India. At the same time, it is imperative that the public sector should show a progressively higher level of performance. In conclusion, the article states that the public sector is likely to retain its dominant position in the Indian economy in the years ahead. —*Reproduced.*

MITTAL, DUTT KUMAR, (Xavier Labour Relations Institute, Jamshedpur). Pricing by public enterprises: an orientation to suit all interests. *Lok Udyog*, 16(2) May 82, p.25-30.

In this paper the author has suggested that in all cases where the enterprises are in a position to determine their prices, they should be built around costs excluding non-commercial costs, those on account of capital swellings due to cost over-runs, schedule slippages, locational changes, etc., and costs due to excess capacities on considerations of long-run economic growth or wrong investment decisions. In addition, interest and depreciation should be related to current replacement cost of the standard capacity. These cost adjustments for price fixation will protect consumers from monopolistic exploitation, facilitate appraisal of performance of current management and enable better cost-benefit

comparisons. The rate of return may, however, vary from product to product. Such price formulation could be fair to the enterprise, its managers, evaluator of its performance, the consumers and the economy in general through simultaneous fulfilment of plan objectives. — *Reproduced.*

PATIL, S.M. Problems of public sector. *Economic Times*, 26 Apr. 82, p.5; 27 Apr. 82, p.5.

There appears to be no standard pattern of relationship between the government and the public sector companies in India. The relationship varies from ministry to ministry and these ministries try to run the whole show. The role of the government vis-a-vis the public enterprises is analysed. There is not adequate professionalism in the government secretariat to discharge various functions in relation to public enterprises. Distinct and constructive relationship between the government and its companies is necessary to improve the performance of enterprises. The purposes for which the Bureau of Public Enterprises was set up and its actual working is analysed. Because of this Bureau the autonomy of public enterprises should not suffer. It is suggested that the practice of having joint secretaries and deputy secretaries as government nominees on the board of directors should be given up. The issue of professionalising the management of public enterprises is analysed. The appointment of top managers should be strictly from the panel of individuals recommended by the Public Enterprises Selection Board. The public enterprises have been loaded with a number of tasks which sometimes erode their efficiency.

PLUTA, JOSEPH. Real public sector growth and decline in developing countries. *Public Finance*, 36(3) 81, p.439-54.

PRADHAN, B.B. Public enterprise: an instrument of policy. *State Enterprise*, 1(2) Apr.-June 82, p.121-45.

Public enterprise is a living reality in countries with all shades of ideology, but its role varies with the ideological orientation and stage of development they have reached. However, its usefulness in the development process of developing countries such as Bangladesh, India, the Republic of Korea, Sri Lanka and Thailand is beyond doubt. But in policy matters the contribution of public enterprise, says the author, has been limited. This is understandable, as the concern for these matters is of recent origin in South Asian countries. Public enterprise needs time to adjust to a new outlook. The author adds that there is scope for public enterprise to contribute directly and indirectly to the fulfilment of four main objectives in the orientation of industrial policies. Briefly, these are: (1) strengthening linkages between industry and agriculture, (2) between small scale and large, modern industries, (3) industrial orientation for production of basic needs for the poor, and (4) dispersal and location of industries away from the metropolitan areas. All this, however, requires major reorientation of policies at the macro and micro levels. Such a reorientation is yet to take place. For, according to the author, the idea of using public enterprise as a policy instrument or in total development process has not been properly caught up in most countries of South Asia. The ice has to be broken here, if we are to envisage an important role, and a legitimate one at that, for the public sector in developing countries.—*Reproduced.*

RAJESHWAR RAO, K. and M. SUBRAHMANYA SHARMA. (Kakatia Univ. Warangal). Some aspects of capital financing in public enterprises. Lok Udyog, 15(12) Mar. 82, p.17-32.

Capital structure planning keyed to the objective of profit maximisation ensures maximum rate of return on investment and minimum cost of capital. As capital is one of the important elements of business success, the efficient use of capital needs not only its acquisi-

tion in appropriate amounts at the right time but also careful formulation of internal policies concerning the choice of the various sources of finance and the cost thereof.

The results of analysis of the various sources of capital financing and the cost of funds borrowed for the capital needs of public enterprises provide a useful insight into the policy implications concerning their "Capital Structure" and the "Cost of Capital". In this paper the authors have attempted to analyse some of the important issues relevant thereto, viz; the various sources of financing the total capital of public enterprises, the sources used by majority of them, the trends in the use thereof, the various components of the total interest burden on their total debt, the average rate of the total interest calculated as the percentage of total debt and its impact on gross profits.—*Reproduced.*

RAO, NAGESHWAR. (Univ. of Allahabad). Discriminant analysis for performance evaluation of public enterprises. Management Accountant, 17(2) Feb. 82, p.61-4, 72.

The public sector has emerged as a catalyst in the national economy and has created an environment conducive to stimulate economic activities in the private sector. The overall performance of an enterprise can be indicated by a single or multiple measures. By using two ratios, this paper attempts a linear discriminant analysis for evaluating the performance of public enterprises. The ratios are Gross Profit/Turnover and Gross Profit/Capital Employed.

RAY, S.K. Public sector in the third world. Business Standard, 10 June 82, p.5; 11 June 82, p.5.

In the Third World the state has to play a principal activist role in the core and basic sectors to overcome the barriers to industrial growth. So the emergence of public sectors in these countries. The

principal motivating factors behind the growth of the public sector are briefly discussed. An attempt is made in this article to analyse what ails the public sector today and what can be done to restore it to its pristine glory.

ROEPSTROFF, TORBEN M. The changing role and function of the public industrial sector in development. *Public Enterprise*, 2(3) 82, p.63-8.

SEN, RATNA. Public sector units. *Business Standard*, 24 June 82, p.5; 25 June 82, p.5.

Initially public enterprises did make profits but with increasing inflation and higher wages, profitability showed a declining trend. The plea of national and social benefits, rather than profits as the main objective of public enterprises has very often become a cover for gross inefficiency and corruption. There should be clear-cut objectives which should be attained by the public sector. Pricing employment, and development of backward areas, the three main issues involved in national and social objective are briefly analysed. The analysis indicates that public enterprises are a drain on national resources. Various ways to measure efficiency are described. There is lack of decision-making power in public sector organisations, though there is direct correlation between effectiveness and decentralised decision-making.

SETHNA, HOMI N. (Atomic Energy commission). Productivity and the public sector. *Yojana*, 26(6) 1 Apr. 82, p.29-32.

Extensive investments in the public sector have not realised enough returns to sustain and promote economic growth. In public sector many other priorities are given equal weightage with making profits and generating resources. The author has dealt at length over the aspect of public sector entering high risk areas and areas of new technology. The economic and social objectives should be

clearly defined as multiplicity of objectives leads to alibis on the one hand and discouragement on the other. Various factors which lead to productivity are analysed. Public enterprises have achieved success when environment had been conducive to rapid decision-making. The Productivity Council can play a useful role in discovering new forms of organisation and management. This is a Foundation Day Lecture delivered at the National Productivity Council on 12th February, 1982.

SOBHAN, REHMAN. Public enterprise and nature of the state. *State Enterprise*, 1(2) Apr.-June 82, p.146-61.

In a developing country, the role of public enterprise is determined by the social forces which underlie the nation State. This is the central theme of the article by Rehman Sobhan. The circumstances governing the emergence of public enterprise, its contribution to the economy, its operation, performance and distribution of its surplus, says the author, are constrained by the interplay of social forces within the polity. In specific cases this interplay is itself conditioned by external influences on the economic and political life of the country. In this article an attempt is made to study the varying situations in the developing countries, where the role of public enterprise in post-colonial societies has acquired considerable importance as an instrument for development. In developed economies, by definition, social parameters are relatively stable. But in developing societies, these parameters are themselves changing under the pressures and tensions of development which, in turn, regulate the pace and direction of change. In these circumstances, Sobhan observes, public enterprise, to the extent that it emerges as an instrument of change, though itself conditioned by its dialectic, can play a more definitive role in the development process.—*Reproduced*.

TIVEY, LEONARD. (Univ. of Birmingham). Nationalized industries as

organized interests. Public Administration, 60(1) Spring 82, p.42-55.

The nationalized industries are usually regarded as bodies to be 'controlled' in some way by governments; but they have now developed sufficient autonomy to be able to exert influence on their own behalf within the political system. The emergence of the Nationalized Industries Chairman's Group is one aspect of their activity; the separate industries are also more outspoken in their own concerns. These developments deserve some consideration on both political and economic grounds. In the end the justification lies in their need to compete politically with other industrial interest groups. In the contemporary polity no one else will act for them, and so their leaders have a right, and perhaps a duty, to sustain their industries by 'pressure-group' tactics. Clearly the industries can be seen as 'State corporatist' bodies in the usual conceptualizations, but the development of political autonomy could contribute to a more open structure of the public sector.—*Reproduced.*

TRIPATHI, B.N. (Ranchi Univ.). The concept of public enterprise. Lok Udyog, 15(12) Mar. 82, p.33-6.

Economic growth of a nation brings along with it economic pressures as well. These economic pressures may be man-made or through the natural calamities. In the course of time, these pressures had killed the Principles of *Laissez Faire* and the state had to intervene to regulate these pressures in the common interest of all sections of its members. Initially the State confined itself in the maintenance of internal law and order and protection against external aggression, subsequently stretched itself to provide and maintain the public utility services and further entered into product and distribution of essential goods and services to curb the evils of monopoly practices. The gradual entry of the State into different fields was necessitated due to changing socio-

economic conditions in the economy and today, in many of the developed and developing nations, State participation is regarded as a conclusive answer to the question of planned economic development. These state controlled organisations are presently being termed as public sector. Nevertheless it appears there is a mist around the concept of public enterprises. Unfolding the definitional issues connected with the public sector as a system, the author, in this paper, has tried to study the concept of public enterprises and the public sector as such.—*Reproduced.*

UCA, MEHMET NEZIR. State economic enterprises in Turkey. State Enterprise, 1(1) Jan.-Mar. 82, p.69-81.

UPADHYAYA, NAROTHAM PRASAD. (Tribhuvan Univ.). Organization of personnel function in Nepalese public enterprises. Public Administration Journal, 4(1) May 81, p.50-76.

Personnel functions are organised to deal effectively with the human side of an enterprise. The information for this article was collected from sixteen manufacturing public enterprises. It deals with the place of personnel department in the organisational hierarchy, size of personnel departments, personnel ratios and the functions of personnel departments. The paper provides profiles of personnel officials regarding age, sex, marital status, qualifications, training, experience, designation, delegation of authority, etc. The author has discussed the incongruity in the approaches of various agencies which exercise control over personnel programmes. The tasks ahead of these enterprises for better organisation of personnel function are pointed out.

VIJAYA SARADHI, S.P. (Univ. of Illinois). Planning public sector enterprises. Management Accountant, 17(2) Feb. 82, p.59-61.

The purpose of this paper is to present the findings on the planning pro-

cess in public sector enterprises as revealed in a survey conducted by the author. The deficiencies in the existing planning process can be removed along the lines of the strategic planning process as highlighted in this study.

GOVERNMENT REGULATION OF BUSINESS

RAJBAHAK, RAM PRASAD. Institutional hurdles to industrialisation in Nepal. *Public Administration Journal*, 4(1) May 81, p.8-12.

GOVERNORS

KAKATI, SATIS C. Governors' dilemma: paying for a lacuna. *Statesman*, 23 June 82, p.6.

MUCHMORE, LYNN and THAD L. BEYLE. The governor as party leader. *State Government*, Summer 80, p.121-4.

HANDICAPPED

ACTON, NORMAN. Employment of disabled persons: where are we going. *International Labour Review*, 120(1) Jan.-Feb. 81, p.1-14.

GOKHALE, S.D. Rehabilitation of disabled workers in Asia and Oceania. *Indian Journal of Social Work*, 43(1) Apr. 82, p.27-38.

POISTER, THEODORE H. Federal transportation policy for the elderly and handicapped: responsive to real needs? *Public Administration Review*, 42(1) Jan.-Feb. 82, p.6-14.

THORBURN, M.J. (Caribbean Institute on Mental Retardation and Developmental Disabilities). The mentally retarded in the Caribbean: their problems and their future. *Indian Journal of Public Administration*, 28(1) Jan.-Mar. 82, p.71-8.

Besides the fact of neglecting the handicapped, which probably is universal,

the Caribbeans share with us and other third world countries several features regarding the problems of the handicapped and their rehabilitation. The exact population afflicted by the various disabling diseases is not known; the services rendered to them are superficial; there is no proper training of the personnel engaged in attending to the disabled; the rehabilitation services are expensive, specialised, and centralised and therefore available only to the relatively affluent sections of the society; the preventive measures which ought to be more effective, have not been given the importance they deserve, etc. Thorburn, in her article, further brings out the fact that in the Caribbeans the medical profession has been traditionally 'negative', in the sense that several types of disabilities are excluded from health services, day care facilities, etc.—*Reproduced from editorial.*

HEALTH SERVICES

BHATNAGAR, S.C. A framework for designing an MIS for health delivery system in rural India. *Socio-Economic Planning Sciences*, 16(1) 82, p.15-19.

HANDA, K.L. (I.I.P.A., New Delhi). Financial planning and management of health programmes in India. *Health and Population: Perspectives and Issues*, 4(1) Jan.-Mar. 81, p.25-41.

In this paper, the author deals with the financial planning and control of health programmes in India. The techniques of cost-effectiveness analysis and of performance budgeting are highly useful aids to management for implementation of programme with efficiency and economy. Periodical monitoring and review of performance of the programmes are also essential for gauging the progress.—*Reproduced.*

ROSIS, FIORELLA DE and SEBASTIANO PIZZUTILO. A multiple regression model to look into the possible consequences of organizing a national health

service in Italy. Socio-Economic Planning Sciences, 16(2) 82, p.85-94.

SEN, SUDHIR. Health for all by the year 2000. Eastern Economist, 73(17) 30 Apr. 82, p.1023-6.

TRAKROO, P.L., S.B. DAYAL and S.D. KAPOOR. Some theoretical models in the study of health behaviour: implications for health systems in India. Health and Population: Perspectives and Issues, 4(1) Jan.-Mar. 81, p.3-24.

ZIMMERMAN, J.F. Health administration aspects of reorganisation. Administration, 29(2) 81, p.153-70.

HOURS OF LABOUR

RAI, H. LAJIPATHI, G. SATYANARAYANA and V.K. RAMANUJAM. Flexitime: a privilege to India. Indian Labour Journal, 23(1) Jan. 82, p.3-9.

RONEN, MIMCHA. Arrival and departure patterns of public employees before and after implementation of flexitime. Personnel Psychology, 34(4) Winter 81, p.817-22.

HOUSING

AHMED, S. NAEEM. Significance of housing in national economy. Local Government, 13(1-2) Jan.-Feb. 82, p.1-7.

D'SOUZA, J.B. Obsolescence in Bombay's housing stock. Economic and Political Weekly, 17(19) 8 May 82, p.768-70.

HASMATH, S.A. Sites and services schemes in Dacca: a critique. Public Administration and Development, 2(1) Jan.-Mar. 82, p.15-30.

HUGHES, G. and B. MCCORMICK. Do council housing policies reduce migration between regions? Economic Journal, 91(364) Dec. 81, p.919-37.

KHURANA, M.L. Co-operative housing

in India. Cooperative News Digest, 32(7) July 81, p.134-6; 32(8) Aug. 81, p.153-4.

MITTAL, VED and N.R. VERMA. Planning parameters for low-cost housing: the urban poor. Civic Affairs, 29(4) Jan. 82, p.9-18.

MUKHOPADHYAY, B.K. Key aspects of housing in India. Mainstream, 20(43) 26 June 82, p.28-30.

RETHINKING housing policy. Public Interest, 66, Winter 82, p.97-118.

Contents: Housing programs and the forgotten taxpayer, by Edgar O. Olsen; Improving housing allowances, by Irving Welfeld.

HOUSING AGENCIES

JONES, PETER. Council housing improvement programmes. Housing and Planning Review, 37(4) Winter 81, p.5-7.

HUMAN ECOLOGY

DATTA, ABHIJIT. India: human settlements for the eighties. Planning and Administration, 9(1) Spring 82, p.99-104.

IMMIGRANT LABOUR

SASSEN-KOOB, SASKIA. Towards a conceptualization of immigrant labor. Social Problems, 29(1) Oct. 81, p.65-85.

IMMIGRATION

HOTA, N.R. (Dept. of Rehabilitation, New Delhi). Resettlement of migrants in India: a note. Indian Journal of Public Administration, 28(1) Jan.-Mar. 82, p.157-61.

Rehabilitation and resettlement measures, by their very nature are supposed to meet an emergent situation and should, therefore, be considered temporary from the viewpoint of their implementation as well as existence. However, as N.R. Hota points out in his article,

the rehabilitation attempts in this country have obviously come to acquire the characteristic of a permanent feature in the socio-political set-up. This is not only because of fresh waves of displaced persons flowing into the country but also because of the infirmities in the rehabilitation and resettlement administration which lead to complications such as the benefits going to groups not originally covered as the target, etc. Also, several social tensions arise among the groups settling down in a given area. Hota cites the Dandakaranya project where, apart from the huge expenditure involved, the cost in terms of social strains and other problems, arising in the course of years, seem to be growing instead of diminishing in spite of government concern.
—*Reproduced from editorial.*

SINHA, A.C. Immigrants from Nepal: more friction in the north-east. *Statesman*, 17 Apr. 82, p.6.

INCOME

BISALIAH, S. Technological change and functional income distribution effects in Indian agriculture: an econometric analysis. *Artha Vijnana*, 24(1) Mar. 82, p.1-14.

JAIN, L.R. On specification of the pattern of income redistribution in a demand projection exercise. *Artha Vijnana*, 24(1) Mar. 82, p.40-9.

INCOME TAX

BAGCHI, AMARESH. Inflation and personal income tax: a note. *Economic and Political Weekly*, 17(17-18) 24 Apr.-1 May 82, p.733-8.

JAIN, ANIL KUMAR. I-T evasion: stricter penal provisions needed. *Economic Times*, 9 Apr. 82, p.5.

ZEE, HOWELL H. Local income taxation and optional jurisdiction. *Public Finance*, 36(2) 81, p.267-79.

INDIA—ECONOMIC CONDITIONS

JHA, L.K. Issues facing Indian economy, *Indian Economic Almanac*, 2(1) Mar. 82, p.44-8.

INDIA—ECONOMIC POLICY

DATTA, BHABATOSH. Market forces and the "invisible hands". *State Enterprise*, 1(1) Jan.-Mar. 82, p.17-25.

SETHI, J.D. The new economic policy. *Tribune*, 5 May 82, p.4.

INDIA—FOREIGN RELATIONS

DATTA-RAY, SUNANDA K. Relations with Nepal. *Statesman*, 6 Apr. 82, p.6; 7 Apr. 82, p.6.

HOSSAIN, ISHTIAQ. Bangladesh—Indian relations: issues and problems. *Asian Survey*, 21(11) Nov. 81, p.1115-28.

INDIA—POLITICS

RAI, HARIDWAR and JAWAHARLAL PANDEY. State politics: in need of a framework of analysis. *Indian Journal of Political Science*, 40(2) June 79, p.123-39.

INDIAN INSTITUTE OF ADVANCED STUDY

VAZEERUDDIN, M. A decaying Institute. *Tribune*, 13 June 82, p.5.

INDIANS IN U.S.A.

CHANDRASEKHAR, S. Indians in America. *Statesman*, 10 May 82, p.6; 11 May 82, p.6.

INDUSTRIAL DISTRICTS

GHANGHAS, D.P. Industrial estates in Haryana: an appraisal. *Yojana*, 26(11) 16 June 82, p.22-4.

INDUSTRIAL MANAGEMENT

SUSHIL and PREM VRAT. Productivity through efficient waste management: a new concept. *Integrated Management*, 16(4-6) Apr.-June 82, p.14-17.

INDUSTRIAL RESEARCH

KOHLI, P.K. A methodology for research utilization. *Eastern Economist*, 78(13) 2 Apr. 82, p.867-9.

ORAL, MUHITTIN, JEAN-LOUIS MALOUIN and JOEL RAHN. Formulating technology policy and planning industrial R & D activities. *Management Science*, 27(11) Nov. 81, p.1294-1308.

INDUSTRIAL TRAINING

TESAR, VALADIMIR. Training and incentives to training in the Czechoslovak engineering industry. *International Labour Review*, 120(2) Mar.-Apr. 81, p.201-14.

INDUSTRIALISATION

EVERS, BEN, (Tilburg Univ., Netherlands). Third world industrialisation in a changing international industrial environment. *Indian Journal of Public Administration*, 28(1) Jan.-Mar. 82, p.127-44.

There has been a striking increase in the export of industrial goods from the developing countries (LDCs) to the developed countries (DCs) in recent years. At present this is true of a few commodities and of a few countries among the LDCs. But there are possibilities of more LDCs exporting several more industrial items to the DCs. When this happens, what are the possible changes that will take place in the exporting (LDCs) and the importing (DCs) countries? Would it lead to serious structural changes in the industrial set-up of the two sets of countries and would there be a fresh division of labour between them on account of such accelerat-

ed structural changes? This is discussed by Ben Evers who brings out in his article that the trends, as they are, are such that they may threaten to affect thoroughly the relative economic position of the different countries and of the different capital groups and, indeed, even of the different social groups.—*Reproduced from editorial.*

MAHAJAN, V.S. Joint sector in Punjab: some observations. *Economic Times*, 18 May 82, p.5.

PANDA, J. and P.K. SAHU. Industrialisation in Orissa. *Business Standard*, 29 June 82, p.5; 30 June 82, p.5.

SINGH, V.S. and BANWARI LAL. Structure and growth of organised industries sector in Uttar Pradesh: 1967-1976. *Lok Udyog*, 16(1) Apr. 82, p.1-13.

INDUSTRY—LICENSES

GOYAL, S.K. New industrial licensing policy. *Business Standard*, 4 May 82, p.5; 5 May 82, p.5.

INDUSTRY, SMALL SCALE

DALMIA, S.N. Development of small scale industries. *Management Accountant*, 17(3) Mar. 82, p.163-4.

DASGUPTA, SWAPAN. Small scale industry: untold story of their woes. *Economic Times*, 15 June 82, p.5.

HARRIS, JOHN. Character of an urban economy: small scale production and labour markets in Coimbatore. *Economic and Political Weekly*, 17(23) 5 June 82, p.945-55; 17(24) 12 June 82, p.993-1002.

NARESH KUMAR. Small-scale sector and economic development. *Eastern Economist*, 78(15) 16 Apr. 82, p.957-8.

INFLATION

JHA, L.K. How to check inflation without affecting growth. *Eastern Economist*, 78(16) 23 Apr. 82, p.982-4.

KOHLER, GERNOT. A general theory of stagflation. *Alternatives*, 8(1) Mar. 82, p.49-77.

UNGERN-STERNBERG, T. VON. Inflation and savings: international evidence on inflation-induced income losses. *Economic Journal*, 91(364) Dec. 81, p.961-76.

INFORMATION SYSTEMS, MANAGEMENT

McFARLAN, WARREN. Portfolio approach to information systems. *Journal of Systems Management*, 33(1) Jan. 82, p.12-19.

NEMEC, JOHN. Information systems analysis. *Journal of Systems Management*, 33(1) Jan. 82, p.24-6.

RAY, ANINDYA. Long-term information systems planning: what managements should keep in mind. *Business Standard*, 21 May 82, p.5.

RUCKS, ANDREW C. and PATTERN M. GINTER. Strategic MIS: promises unfulfilled. *Journal of Systems Management*, 33(2) Feb. 82, p.16-19.

INSTITUTIONS, WELFARE

INSTITUTIONS and alternatives. *Journal of Social Issues*, 37(3) 81, p.1-172 (Entire issue).

Contents: Institutions and alternatives, by Marybeth Shinn and Barbara J. Felton; Deinstitutionalization and the right of the deviant, by Andrew Scull; On the relative effectiveness of institutional and alternative placement for the psychiatrically disabled, by Donald J. Dellario and William A. Anthony; The effectiveness paradox: institutional vs community placement of offenders, by Rosemary Sarre; Reevaluating the place of evaluation in planning for alternatives to institutional care for the elderly, by Barry Gurland, Ruth Bennett and David Wilder; Effective community

treatment of the chronically mentally ill: what is necessary? by Mary Ann Test; Community based services for juvenile delinquents: concept and implications for practice, by Robert B. Coates; Community supports for the aged, by M. Powell Lawton; Psychiatric deinstitutionalization: a socio-cultural analysis, by Sue E. Estroff; Family participation for juvenile offenders in deinstitutionalization of the elderly, by Sheldon S. Tobin and Regina Kulys; Ideology and practice of deinstitutionalization, by Barbara J. Felton and Marybeth Shinn.

INSURANCE

VAIDYA, V.C. Ten years of nationalised general insurance. *Eastern Economist*, 78(15), 16 Apr. 82, p.937-9.

INSURANCE, AGRICULTURAL

BINSWANGER, H.P. Attitudes toward risk: theoretical implications of an experiment in rural India. *Economic Journal*, 91(364) Dec. 81, p.867-90.

INSURANCE, LIFE

PAI, PANANDIKER, D.H. Insurance and inflation. *Hindustan Times*, 11 May 83, p.9.

INSURANCE, SOCIAL

CARMICHAEL, JEFFREY and KIM HAWTREY. Social security, government finance, and savings. *Economic Record*, 57(159) Dec. 81, p.332-43.

MOLES, RICARDO R. Social security for migrant workers in Latin America. *International Labour Review*, 121(2) Mar.-Apr. 82, p.155-68.

SHAH, JAYANTILAL C. Social security certificates: LIC given raw deal. *Economic Times*, 1 June 82, p.5.

INSURANCE, UNEMPLOYMENT

DISNEY, RICHARD. Theorising the

welfare state: the case of unemployment insurance in Britain. *Journal of Social Policy*, 11(1) Jan., 82 p.33-57.

INTEREST RATES

PAI PANANDIKER, D.H. The privileged borrower. *Hindustan Times*, 24 May 82, p.9.

PANDEY, D.P. Restructuring deposits interest rates. *Commerce*, 144(3701) 15 May 82, p.833-4.

RAO, B.P., G. KRISHNA MURTHY and R. SHESHANJAN. Working of DIR: a case study. *Capital*, 188(4705) 10 May 82, p.19-21.

INTERNATIONAL BUSINESS ENTERPRISES

DASHORA, M.L. Accounting for multinationals. *Management Accountant*, 17(1) Jan. 82, p.7-10.

GOLDSBROUGH, DAVID J. International trade of multinational corporations and its responsiveness to changes in aggregate demand and relative prices. *International Monetary Fund Staff Papers*, 28(3) Sept. 81, p.573-99.

JAIN, S.K. Multinational corporations and export promotion. *Eastern Economist*, 78(12) 26 Mar. 82, p.810-11.

KALIA, RAVI. Multinationals and third world. *Hindustan Times*, 19 June 82, p.9.

NAGESH KUMAR. Regulating multinational monopolies in India. *Economic and Political Weekly*, 17(22) 29 May 82, p.909-17.

NAGESH KUMAR and KAMAL MITRA CHENYOY. Multinationals and self-reliance: a case study of drugs and pharmaceutical industry. *Social Scientist*, 10(4) Apr. 82, p.13-35.

PATEL, MEENA. The laws and trans-

fer of funds by transnational corporations in India: a tentative examination. *Indian Economic Review*, 15(4) Oct.-Dec. 80, p.273-83.

TANDON, RAMESWAR. MNCs and direct foreign investments. *Eastern Economist*, 78(24) 20 June 82, p.1363-9.

WATANABE, SUSUMU. Multinational enterprises, employment and technology adaptation. *International Labour Review*, 120(6) Nov.-Dec. 81, p.693-710.

INTERNATIONAL ECONOMIC RELATIONS

PATEL, I.G. Crisis in international economic cooperation. *Eastern Economist*, 78(12) 26 Mar. 82, p.796-9; 78(13) 2 Apr. 82, p.846-51.

PATERNO, VICENTE T. South-East Asian experience in industrial joint ventures. *Public Enterprise*, 2(3) 82, p.87-91.

PAVLIC, BREDA. Joint investments among developing countries and their financing. *Public Enterprise*, 2(3) 82, p.81-6.

PRUTHI, SURINDER P.S. National and international challenges of the eighties. *Eastern Economist*, 78(10) 12 Mar. 82, p.614-17; 78(12), 26 Mar. 82, p.792-5.

SULIMMA, HANS GUNTER. North-South dialogue and the Cancun summit. *Aussen Politik*, 33(1) 82, p.46-58.

TARLOK SINGH. Economic cooperation in South Asia. *Indian and Foreign Review*, 19(17) 15 June 82, p.13-14.

INTERVIEWING

ABUSIN, AHMED I. (The United Arab Emirates Univ.). The selection interview reconsidered. *Indian Journal of Public Administration*, 28(1) Jan.-Mar. 82, p.79-100.

Interview as a tool for personnel selection is well established and widely used. And yet its validity and reliability have been questioned, especially in the US where some 15 to 20 million Americans are being interviewed for jobs every year. Ahmed I. Abusin discusses this topic citing research studies in the US, covering factors in favour of interview and also those against it. The most serious limitation of the interview procedure is said to be that its value depends wholly on the competence and training of the person or persons who conduct the interview. If the interviewer has no pre-determined plan to follow, on standards for the job for which he conducts the interview, and if there is no objective method of interpreting the information obtained from the candidates, no valid or convincing conclusion may be expected to come out from the interview—*Reproduced from editorial.*

FELTON, BARBARA and SUE RIES LAMB. A model for systematic selection interviewing. *Personnel*, 59(1) Jan.-Feb. 82, p.40-8.

INVENTORIES

BHADADA. B.M. Inventory management for checking dead money inventories. *Lok Udyog*, 16(2) May 82, p.37-40.

IRRIGATION

AGARWALA, VIRENDRA. Utilisation of irrigation-potential. *Eastern Economist*, 78(23) 13 June 82, p.1342-3.

CHOPRA, PRAN. A new approach to irrigation. *Indian Express*, 25 May 82, p.6.

DOGRA, BHARAT. Minor gains of major projects. *Indian Express*, 17 Apr. 82, p.6.

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Rural Development, 1(2) Mar. 82, p.261-70.

JAIRAM RAMESH. Managing canal irrigation. *Times of India*, 27 Apr. 82, p.8; 28 Apr. 82, p.8.

JOSHI, PRABHASH. Ravi-Beas Waters. *Indian Express*, 8 June 82, p.6; 9 June 82, p.6.

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MUNSI, SUNIL KUMAR. Exploiting the Ganga. *Statesman*, 14 June 82, p.6; 15 June 82, p.6.

NATARAJAN, V.K. Minor irrigation under W.V.D.P. (Whole Village Development Programme): an appraisal. *Kurukshetra*, 30(16) 16 May 82, p.11-13, 18.

JOB ANALYSIS

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Local Self-Government, Bombay). Leadership in public administration. Quarterly Journal of the Local Self-Government Institute, 52(3) Jan.-Mar. 82, p.204-8.

The role of an administrator is both complex and challenging. This is more so if he occupies a high post in the administrative hierarchy. He has to call upon all his resources—skills, knowledge, habits and attitudes - to keep a balance between the demands of his political superiors and the limitations of his administrative departments. He has to exercise the role of a leader in his department, maintain a cordial relationship with his peers and retain the trust and confidence of his minister. Mr. G.R. Donde in the following article has given a succinct and stimulating analysis of the role—its potentialities and limitations—of the administrator as a leader.—*Reproduced.*

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Culture is part of environment and environment affects both individual and society performance. Culture and social organisations interact and if management is identified as the driving force of an organisation management also has its

own cultural context. It is not always easy to unravel all the stands or elements of the cultural context of any individual or group activity. I.J. Sharma's article tries to identify the cultural variables that govern management processes, and attempts to put across their implications in relation to management techniques. The differences in motivation and communication, the variations in the concepts of equity and authority, the attitude towards innovation and change—all, as influenced by a given cultural ethos, are discussed by Sharma.—*Reproduced from editorial.*

MANAGEMENT BY OBJECTIVES

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MONITORING

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While the aim of scheduling is only to produce a piece of paper to bind some one to the cherished objective, monitoring is composed of measuring, reviewing and reporting functions. This article explains the process of monitoring, details out the steps involved in monitoring and finally suggests what is required to make monitoring produce results. Monitoring has to cater to the requirements of various levels of management involved in a project. As an example, the scope of work for a monitoring contractor in one of the major construction projects is illustrated. Monitoring is best done by companies engaged in project management since they have pool of specialists

in all disciplines available with them for back-up services.

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MONOPOLIES

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MOTIVATION

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SHARMA, INDERJIT and SWARAN-KANTA SHARMA. (P. G. D. A. V. College, Delhi). Motivational environment in Indian public sector: a survey. Lok Udyog, 15(12) Mar. 82, p.47-54.

Public sector managers are often found to be dissatisfied with the salary structure, the fringe benefits, prospects and job security, etc. in their respective organisations. The study made by the authors comes out with an observation that jobs in public sector are somewhat over secure, resulting in sub-optimisation of the managerial resources and that pay-wise also they should consider themselves to be adequately compensated within the overall national constraints. However, the study also brings out the existing inherent lacunae in the public sector personnel policy structure. The authors have suggested certain alternative courses for the Government to improve the lot of the public sector managers to bring better results from them on the overall productivity aspects. It is suggested that the

Government should (a) give more weight to merit in the matters of promotion than seniority, guarding at the same time against political patronages under the cover of individual merits, (b) follow a system of objective evaluation standards and their scrupulous application to encourage healthy competition among the managers, (c) provide challenging work to keep the manager's creative faculties occupied, (d) allow the managers of efficient organisations to receive incentive bonus to distinguish themselves from the managers of inefficient organisations, etc. The authors finally observe that communication still remains a weak spot of our public sector management and that building up of an effective communication network may go a long way to solve these problems.—*Reproduced.*

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MOTOR VEHICLES

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MUNICIPAL EXPENDITURES

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Pithoragarh is a district situated in one of the backward regions of U.P. Its

headquarters—Pithoragarh—has a municipal local government which has been meeting the civic needs of its urban population. Mr. G.P. Bhatt has carried out an extensive survey of the working of the municipality. In this paper he has included considerable data on the expenditure incurred by the Pithoragarh Municipality on the various civic services—public health, in particular—during the 15 year period (1962-63 to 1976-77). He makes a critical assessment of both the successes and failures of the Pithoragarh Municipality in discharging its civic obligations towards its residents.—*Reproduced.*

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Contents: Financing urban development, by S.M.Y. Shastri; Local finance as urban economic base, by P.G. Mehendale; Pricing in public utilities and tariff structure, by A.B. Maduskar; Public health and local finance, by P.M. Dongre.

The Centre for Urban and Environmental Studies of the All-India Institute

of Local Self-Government organised a training programme for overseas administrators from Afro-Asian countries in December 1981-January 1982. The programme centred on one of the most critical problems in local government—management of urban finance. Here are the synopses of four lectures (among several) delivered during the course of the programme.

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MUNICIPAL GOVERNMENT

DAS, HARIHAR and A.K. BASISTON. (Berhampur Univ.), Urban local government in Orissa. *Quarterly Journal of the Local Self-Government Institute*, 52(3) Jan.-Mar. 82, p.157-62.

Some of the celebrated cities of early India were situated in Orissa. These urban centres had a number of structural features which we find in modern municipal bodies. In recent years, however, the urban governments in Orissa have been subject to considerable pressure from the State Government and political parties. Dr. Harihar Das and Mr. A.K. Basiston, in their highly informative article, focus their attention on some of the critical problems which beset the urban local authorities in Orissa and suggest some necessary reforms to make them more viable and efficient.—*Reproduced.*

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PERSONNEL—SERVICE RATING

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PERSONNEL, PUBLIC— COMMUNITY RELATIONS

RIDLEY, F.F. (Univ. of Liverpool). The problem of official client relations. *Hong Kong Journal of Public Administration*, 3(2) Dec. 81, p.189-98.

Though we are all clients of the administration, in regular contact with officials, face to face or through correspondence, very few social studies analyse the interaction between officials and their clients. It is unlikely that all the concerned officials will have necessary qualities to deal with those members of the public

who really need help. This article deals with small decisions in routine implementation of policy which affect individual citizens. Probably, strengthening citizen competence is the best way to ensure that officials improve their own standards of conduct. The attitude of the public to administration by rules differs from country to country. The problem of balancing rules and discretion is analysed. The point of contact between citizen and administration is generally at a very low level in the administrative hierarchy. So some measures are necessary to widen the outlook of lower level officials.

PERSONNEL, PUBLIC—PAY PLANS

BEVAN, GWYN, KEITH Sisson and PHILIP WAY. Cash limits and public sector pay. *Public Administration*, 59, Winter 81, p.379-98.

IYER, K.V. The Slimming of central government pay packets. *Business Standard*, 29 Apr. 82, p.5.

PLIATZKAY, LEO. Cash limits and pay policy. *Political Quarterly*, 53(1) Jan.-Mar. 82, p.16-23.

PERSONNEL, PUBLIC—RECRUITING

CHAPMAN, RICHARD A. Civil service recruitment: bias against external candidates. *Public Administration*, 60(1) Spring 82, p.77-84.

PERSONNEL, PUBLIC—SEPARATION FROM SERVICE

ELTIS, W.A. Do government manpower cuts correct deficits when the economy is in deep recession? *Political Quarterly*, 53(1) Jan.-Mar. 82, p.5-15.

PERSONNEL, PUBLIC—UNIONS

GUPTA, O.P. Government employees'

constraints. *Mainstream*, 20(35) 1 May 82, p.20-2.

PLANNING COMMISSION

MEHTA, BALRAJ. Planning Commission devalued. *Amrita Bazar Patrika*, 26 Apr. 82, p.6.

POLICE

BAWA, P.S. Need for a scientific outlook in police working. *Indian Police Journal*, 28(2) Oct.-Dec. 81, p.7-11.

BOPP, WILLIAM J. and MICHAEL WIATROWSKI. Police strike in New Orleans: a city abandoned by its police. *Police Journal*, 55(2) Apr.-July 82, p.125-35.

HOLDAWAY, SIMON. Police accountability: a current issue. *Public Administration*, 60(1) Spring 82, p.84-91.

JAI DEV. Men and policemen. *Patriot*, 20 June 81, p.1.

JAMMES, J.R. Some aspects of the French police. *Police Journal*, 55(2) Apr.-July 82, p.113-24.

KHAN, M.Z. and K.P. KRISHNA. (Institute of Criminology and Forensic Science, New Delhi). Adolescents and the police: a study in attitudinal change. *Indian Journal of Public Administration*, 28(1) Jan.-Mar. 82, p.45-54.

M.Z. Khan and K.P. Krishna describe an analytical method of testing the behavioural role of the adolescent towards the police. The experiment they describe is on the basis of a batch of senior school children reacting to their own established notions about the police against oral suggestions made to them, some congruent to their notion and the others incongruent. The authors have found that the group did respond to suggestions, but more readily where a suggestion of prejudice against the police coincided with their own prejudiced notion. Where

the suggestion was against their notion, whether in favour or opposite, about the police, the acceptance was slow. The whole exercise is an attempt to bring about an attitudinal change in the public to the police and the conclusion of the authors is that this attitude can be modified.—*Reproduced from editorial.*

KITSON, S. The philatelic policeman. *Indian Police Journal*, 28(2) Oct.-Dec. 81, p.29-33.

LESTER, DAVID. The prestige of policemen around the world. *Police Journal*, 55(2) Apr.-July 82, p.110-12.

MISHRA, B.B. Miscellaneous services by the police and public relations. *CBI Bulletin*, 16(4) Apr. 82, p.1-3.

NATH, D.C. Police lawlessness: how to police the police. *Indian Police Journal*, 28(2) Oct.-Dec. 81, p.37-45.

NATHANAEL, M.P. Police relations in the police. *Indian Police Journal*, 28(2) Oct.-Dec. 81, p.51-4.

RAJAGOPAL, P.R. Police role as an urban service. *Urban India*, 2(1) Mar. 82, p.23-6.

Public expectations of the police vary from group to group and area to area. As colonies and slums proliferate, policing an urban society is becoming increasingly difficult. The police department is woefully understaffed, poorly housed and indifferently supervised. Thin police presence is the inevitable concomitant of unplanned urbanisation. Moreover in the police records there is hardly any worthwhile information about swelling slum dwellers. Criminal justice system is a combination of jail, police, and courts. Criminal cases remain undisposed over years. The judiciary should discharge its share of job with speed. The police must have an inherent freedom of action with no interference from any political authority.

SEN, SANKAR. Role of police supervisors. *Amrita Bazar Patrika*, 30 Apr. 82, p.6.

SHARMA, P.D. The police and the people. *Indian Police Journal*, 28(2) Oct.-Dec. 81, p.59-66.

POLLUTION

NAROFF, JOEL L. and BART D. OSTRO. Urban development and pollution control. *Journal of Urban Analysis*, 7(1) Jan. 82, p.87-103.

POPULATION

FAROOQ, GHAZI M. Population, human resources and development planning: towards an integrated approach. *International Labour Review*, 120(3) May-June 81, p.335-49.

KEYFITZ, NATHAN. The limits of population forecasting. *Population and Development Review*, 7(4) Dec. 81, p.579-93.

NAKAMURA, JAMES I. and MATAO MIYAMOTO. Social structure and population change: a comparative study of Tokugawa Japan and Ching China. *Economic Development and Cultural Change*, 30(2) Jan. 82, p.229-69.

NAM, DUCK-WOO and KONG-KYUN RO. Population research and population policy in Korea in the 1970s. *Population and Development Review*, 7(4) Dec. 81, p.651-69.

VISARIA, PRAVIN and LEELA VISARIA. Indian population scene after 1981 census: a perspective. *Economic and Political Weekly*, 16(44-46) Nov. 81, p.1727-80.

ZEHO, ZHANG and CHEN YUGUANG. On the relationship between the population structure and national economic development in China. *Social Sciences in China*, 2(4) Dec. 81, p.55-83.

POPULATION—MIGRATION

MUKERJI, S. Was there significant migration to Eastern India during 1971-81? *Economic and Political Weekly*, 17(22) 29 May 82, p.918-20.

POVERTY

POTTER, DAVID C. The politics of poverty in rural Asia: a review article. *Pacific Affairs*, 54(3) Fall 81, p.502-9.

RAO, K.H. and B.S. REDDY. Rural poverty: incidence and causes. *Journal of Rural Development*, 1(1) Jan. 82, p.114-24.

TASKAR, N.T. Amelioration of rural poverty. *Hindu*, 11 June 82, p.8.

POWER (SOCIAL SCIENCES)

MALIK, YOGENDRA K. (Univ. of Akron, Ohio). Politics and power in an urban community of Punjab. *Indian Journal of Public Administration*, 28(1) Jan.-Mar. 82, p.20-44.

What we see in the political sphere in this country is the growing importance of the city in political influence and, together with it, we also miss the self-abnegating and public-minded civic leader. These two phenomena among others have been brought out by Yogendra K. Malik on the basis of a field survey in Jullundur city in Punjab. It is true that we have travelled far away from the traditional conception of a static Indian society. There is change everywhere, both in village as well as in cities, and what influences whom in the political hierarchy in this changing atmosphere is the essence of Malik's micro-analysis. What he finds is not each group going its lonely way, but each establishing linkages with the paralld groups in extra local centres. This results in varying levels of political activity within each village and within each city.—*Reproduced from editorial.*

YADAVA, R.S. Power and authority. *Radical Humanist*, 46(2) May 82, p.11-14, 27-32.

PREFERENTIAL VOTING

PARIS, DAVID C. and RICHARD D. SHINGLES. Preference representation and the limits of reform: the 1976 democratic convention. *Journal of Politics*, 44(1) Feb. 82, p.201-11.

PRESS

ABRAHAM, A.S. Effulgence of the press: new proposals would stop it dead. *Times of India*, 9 Apr. 82, p.6.

ACHARYA, G.N. Gospel according to K.K. Mathew. *Mainstream*, 20(33) 17 Apr. 82, p.8-10.

CHATURVEDI, J.P. Future of language newspapers. *Mainstream*, 20(40) 5 June 82, p.15-19.

DUTT, R.C. Dominance of business interest. *Mainstream*, 20(35) 1 May 82, p.27-9.

MATHUR, RAJENDRA. Hindi daily journalism. *Times of India*, 12 May 82, p.6; 13 May 82, p.6; 14 May 82, p.6.

RAGHAVAN, A. Delinking and diffusion. *Mainstream*, 20(34) 24 Apr. 82, p.14-17.

RAMAMURTHI, M.K. and L. MEENAKSHI SUNDARAM. Press commission report. *Mainstream*, 20(37) 15 May 82, p.22-7.

SAHAY, S. Misdirected effort. *Statesman*, 23 Apr. 82, p.6.

VISWAM, S. 'Teeth' for Press Council. *Mainstream*, 20(34) 24 Apr. 82, p.11-14.

PREVENTIVE DETENTION

NARIMAN, F.S. Preventive detention:

dangers of judicial abstinence. *Indian Express*, 27 May 82, p.6.

PRICES—REGULATION

JHA, PREM SHANKAR. The end of the tunnel: return to sanity in economic policy. *Times of India*, 19 Apr. 82, p.8.

PROBLEM SOLVING

JONSSON, STEN. Cognitive tuning in municipal problem solving. *Journal of Management Studies*, 19(1) Jan. 82, p.63-73.

PROFESSIONS

WHILE, WILLIAM D. and THEODORE R. MARMOR. New occupations old demands: the public regulation of professionals. *Journal of Policy Analysis and Management*, 1(2) Winter 82, p.243-56.

PROJECT MANAGEMENT

BHATT, V.V. Project evaluation criteria and technology policy. *Economic and Political Weekly*, 17(22) 29 May 82, p.M38-42.

BHAUMIK, P.K. Project scheduling with limited resources: a survey. *Productivity*, 22(3) Oct.-Dec. 81, p.55-62.

MUKHERJEE, S.P. Project management: dimensions and difficulties. *Management Accountant*, 17(1) Jan. 82, p.24-6.

POTTS, PAUL. Project management: getting started. *Journal of System Management*, 33(2) Feb. 82, p.18-19.

PROPERTY—ASSESSED VALUATION

LOWERY, DAVID. Public choice when services are costs: the divergent case of assessment administration. *American Journal of Political Science*, 26(1) Feb. 82, p.57-76.

PROPERTY TAXES

BHATTACHARYA, MRINAL KANTI. Calcutta corporation's property taxation: a story of loss of potential demand. *Nagarloek*, 14(1) Jan.-Mar. 82, p.45-53.

PROPORTIONAL REPRESENTATION

WILSON, BRIAN. Proportional representation: a viable alternative? *Public Sector*, 4(2-3) 82, p.13-22.

PUBLIC ADMINISTRATION

BROWN, RICHARD E. The trouble with public administration. *American Review of Public Administration*, 15(1) Spring 81, p.75-9.

The demand for 'less government' implies fewer regulations, reduced expenditures, and a decreased level of programming and ultimately fewer public services. Public managers generally do not concern themselves with programme goals and objectives. Programmes rarely and or wind down; they simply get bigger or, at best, are marginally cultered. The system honours growth and not thrift; continuation, not accomplishment. Pay is rarely based on goal achievement. The schools and programmes in public administration must be turned upside down, dismantled administratively, and rebuilt with some common sense and purpose.

CAIDEN, GERALD E. (Univ. of Southern California, Los Angeles). Some public sector management predicaments impeding development efforts. *ITCC Review*, 10(3) July 81, p.19-23.

The world in which present generations of management grew up has been rudely shaken by the dramatic events of the past decade which may be but a prelude of even more critical events to come. Accordingly, the assumption by which managers have lived up to now may no longer hold up. Instead of growth, the world may be confronted by

stagnation. Instead of stability, societies may have to cope with increasing instability, violence and turbulence. Instead of the traditional emphasis in management on economy and efficiency of means, other objectives may be preferred—such as correct policies, shared decision-making and maximum productivity compatible with minimum social costs. The paper addresses itself to the nature of this changing environment and the challenge it presents to public sector management. Among the management predicaments impeding developmental efforts considered are the assault on the administrative state, the declining credibility of public organizations, public sector mal-administration, and the poor image of public administration. They are seen in growing distrust between the governors and the governed, between leaders and followers, between managers and the managed, between haves and have-nots, and in spreading cynicism about promises made by public leaders that the situation will soon be righted. People point to common performance failures, unwarranted arrogance by organizational elites in assuming they know better, evidence that the public are victimized by their own social institutions, and frequent revelations of immorality and unethical conduct condoned by social organizations.

Several measures to restore public confidence are proposed. Among them are the reconsideration of meaning of public sector performance, the measurement and evaluation of governmental productivity, the return to ethical standards in conducting business and refurbishing the image of public administration. Attention is given to the need to move away from traditional, conservative approaches for more creative and experimental strategies, as well as to improved managerial technology that would increase the quantity and quality of productivity without sacrificing social costs. Consideration is also given to the institutional problems of public immorality, deceit and corruption. Specific measures for tackling

maladministration are suggested.—*Reproduced.*

DENHARDT, ROBERT B. (Univ. of Missouri). Toward a critical theory of public organization. *Public Administration Review*, 41(6) Nov.-Dec. 81, p.628-35.

The development of a critical theory as a philosophical and practical discipline is briefly reviewed. Through the work of Jurgen Habermas and other theorists, several aspects of critical approach which are relevant to the study of public organisations are analysed. The author has also assessed the possibility of applying critical insight to the theory and practice of public administration.

GOLEMBIEWSKI, ROBERT T. A third mode of coupling democracy and administration: another way of making a crucial point. *International Journal of Public Administration*, 3(4) 81, p.423-53.

LIKERT, RENSIS. System 4: a resource for improving public administration. *Public Administration Review*, 41(6) Nov.-Dec. 81, p.674-8.

A system of management and administration, named 'System 4', was developed by studying the behaviour of American business managers who achieved the highest productivity. Some examples are given to show that this system is as effective in achieving superior performance in governmental agencies as in private organisations.

MORGAN, DAVID R. Reputation and productivity among U.S. public administration and public affairs programs. *Public Administration Review*, 41(6) Nov.-Dec. 81, p.666-73.

NARAYANAN, P.S. Towards a clean administration. *Hindu*, 22 June 82, p.17.

RAMACHANDRAM, G. (Ramnarain Ruia College, Bombay). Role of public administration in a welfare state: India.

Quarterly Journal of the Local Self-Government Institute, 52(2) Oct.-Dec. 81, p.129-34.

The role of public administration in a welfare state has become more complex and demanding. In India the administration has the added handicap of operating in a traditional society where the norms of democracy have yet to strike roots. The introduction of universal adult franchise on the one hand, and partial economic development on the other hand, have generated forces which are inimical to the growth of social democracy. In the following article, Prof. Ramachandram highlights some of the actual problems we face in making our administration both efficient and responsive—efficient to meet the challenges of increased governmental responsibility and responsive to the felt needs of the people.—*Reproduced.*

STAHL, MICHAEL. Toward a policy-making paradigm of public administration. *American Review of Public Administration*, 15(1) Spring 81, p.7-15.

There is disparity between the knowledge offered in class and the activities which constitute the practice of public administration. Public policy process has three components: development, execution, and evaluation. The field of public administration has traditionally taken a narrow view of the policy process which has caused it to focus almost exclusively on the execution of public policy. Public administration must overcome the incongruity between the knowledge offered as education and the realities of the political and administrative environment. The field of public administration needs a conceptual framework which provides a model of empirical reality based on certain generic elements of the practice of public administration. The purpose of this paper is to present a paradigm which conceptualizes public administration from a policy-making perspective.

PUBLIC ADMINISTRATION— STUDY AND TEACHING

DANIELS, MARK D., ROBERT EMMETT DARCY and JOHN W. SWAIN. Public Administration extension activities by American colleges and universities. *Public Administration Review*, 42(1) Jan.-Feb. 82, p.55-65.

PUBLIC DISTRIBUTION SYSTEM

BHATIA, B.M. Food distribution: rationing has outlived its utility. *Statesman*, 21 May 82, p.6.

ROY, P.K. and K.P. SRIVASTAVA. Public distribution system in Bihar. *Yojana*, 26(11) 16 June 82, p.29-30.

PUBLIC GOODS

BRENNAN, GEOFFREY. The attribution of public goods benefits. *Public Finance*, 36(3) 81, p.347-73.

HOCHMAN, ODED. Congestable local public goods in an urban setting. *Journal of Urban Economics*, 11(3) May 82, p.290-310.

PUBLIC POLICY

FOSTER, JOHN L. Professional models for policy analysis. *Administration and Society*, 12(4) Feb. 81, p.379-97.

FRIEND, J.K., M.J. LAFFIN and M.E. NORRIS. Competition in public policy: the structure plan as arena. *Public Administration*, 59, Winter 81, p.441-63.

GRANBERG, DONALD and CAROL ROBERTSON. Contrast effects in estimating policies of the federal government. *Public Opinion Quarterly*, 46(1) Spring 82, p.43-53.

PAGE, BENJAMIN I. and ROBERT Y. SHAPIRO. Changes in Americans' policy preferences, 1935-1979. *Public Opinion Quarterly*, 46(1) Spring 82, p.24-42.

SCHAFFER, B.B. The recapture public policy for politics. *Politics, Administration and Change*, 7(1) Jan.-June 82, p.1-22.

STEVENS, JOHN M. and ROBERT D. LEE, Jr. Patterns of policy analysis use for state governments: a contingency and demand perspective. *Public Administration Review*, 41(6) Nov.-Dec. 81, p.636-44.

PUBLIC SCHOOLS

SINGH, H.S. Role of public schools. *Hindustan Times*, 12 June 82, p.9.

PUBLIC WELFARE

AHMED, SALEHUDDIN. Some thoughts on individual preferences and social welfare function. *Politics, Administration and Change*, 7(1) Jan.-June 82, p.23-39.

BIJLANI, H.U. Social programming: India's approach. *Urban India*, 2(1) Mar. 82, p.3-8.

REIN, MARTIN. The social policy of the firm. *Policy Sciences*, 14(2) Apr. 82, p.117-35.

PUBLIC WELFARE AND PRIVATE AGENCY RELATIONS

ROY, BUNKER. Government and voluntary agencies in Rajasthan. *Voluntary Action*, 24(11) June 82, p.414-19, 425.

PUBLIC WORKS, RURAL

GUHA, SUNIL. Income redistribution through labour-intensive rural public works: some policy issues. *International Labour Review*, 120(1) Jan.-Feb. 81, p.67-82.

PURCHASING

BARRO, ROBERT J. Output effects of government purchases. *Journal of Poli-*

tical Economy, 89(6) Dec. 81, p.1086-1121.

RADIO BROADCASTING

MALIK, IQBAL. Sense and nonsense in broadcasting. *Indian Express*, 19 Apr. 82, p.6.

NOORANI, A.G. Liberating a captive audience. *Indian Express*, 28 May 82, p.6.

RAILWAYS

DAYAL, R. Reviving our railways. *Economic Times*, 3 May 82, p.5; 4 May 82, p.5; 5 May 82, p.5.

GANGADHARA RAO, M. and P. SUBBA RAO. Wage and salary levels in Indian Railways. *Indian Journal of Industrial Relations*, 17(3) Jan. 82, p.353-71.

JHA, SATISH. The railway budget. *Yojana*, 26(6) 1 Apr. 82, p.21-4.

KHOSLA, G.S. Classless trains: a dream that failed. *Statesman*, 29 Apr. 82, p.6.

KHOSLA, G.S. New railway lines: focus on north-eastern region. *Statesman*, 26 May 82, p.6.

PARANJPE, H.K. Indian railways: the largest state enterprise. *State Enterprise*, 1(1) Jan.-Mar. 82, p.55-68.

SUBBA RAO, P. and M. GANGA DHAR RAO. Human resources in railways. *Economic Times*, 22 Apr. 82, p.5; 23 Apr. 82, p.5; 24 Apr. 82, p.7.

RECREATION

BUCH, M.N. Recreation. *Urban India*, 2(1) Mar. 82, p.37-9.

REFORMATORIES

KHAN, M.Z. and B.S. CHILAD. Policy

shifts in institutional correction in India. *Indian Journal of Social Work*, 43(1) Apr. 82, p.39-51.

REGIONAL PLANNING

KARUNARATNE, NEIL D. Multiplier analysis in multi-regional planning. *Journal of Urban Analysis*, 7(1) Jan. 82, p.57-72.

RENT—REGULATION

GILDERBLOOM, JOHN INGRAM. Moderate rent control: its impact on the quality and quantity of the housing stock. *Urban Affairs*, 17(2) Dec. 81, p.123-42.

LAWSON, WILLIAM M. and RICHARD C. DA COSTA. Regulatory pricing: full cost pass-through in the context of rent controls. *Journal of Urban Analysis*, 7(1) Jan. 82, p.105-14.

RESERVATIONS

ABRAHAM, A.S. Helping backward classes: some grave reservations. *Times of India*, 7 May 82, p.6.

INDIRESAN, P.V. Reservation: evading the basic problem. *Indian Express*, 28 June 82, p.6.

RETIREMENT

WALKER, ALAN. The social consequences of early retirement. *Political Quarterly*, 53(1) Jan.-Mar. 82, p.61-72.

ROADS—PLANNING

EDMONDS, G.A. Towards more rational rural road transport planning. *International Labour Review*, 121(1) Jan.-Feb. 82, p.55-65.

RURAL DEVELOPMENT

BHATTACHARYYA, S.N. Rural development with a difference. *Yojana*, 26(6) 1 Apr. 82, p.39-40.

In 1969 Ramakrishna Mission Ashrama initiated a rural development programme in Chhotanagpur area. Its objective was social and economic freedom for the rural people. The programme has achieved success. By 1977, Divyaayan Training Centre set up by the Mission grew into a sizable organisation. The achievements of this programme are briefly described.

BRANDT, VINCENT, S.R. and JI WOONG CHEONG. Top-down and bottom-up rural planning in South Korea. *Development Digest*, 20(2) Apr. 82, p.38-56.

CHAMBERS, ROBERT. Guiding research toward technologies to meet regional rural needs. *Development Digest*, 20(2) Apr. 82, p.31-7.

CHATTOPADHYAY, MANABENDU. Changes in rural society: the big lose, middle gain. *Business Standard*, 22 Apr. 82, p.5.

CIFUENTES, LUIS EDUARDO. Rural development in Mexico: a case study, comments by Stephen M. Smith and Barbara H. Tuckman. *Regional Development Dialogue*, 2(2) Autumn 81, p.75-97.

DAS, FANI BHUSHAN. 'Kempasara': a new approach to rural development. *Kurukshetra*, 30(16) 16 May 82, p.4-6, 10.

The village economy has to be reinforced for the healthy and balanced growth of agricultural and industrial sectors. The rural youths should be settled in villages according to their ability and interest through various government schemes. The role of the villagers especially the youth should be integrated with the government machinery in the delivery of benefits to the lowest level. A beginning in this direction has been made in Kempasara, a village in Keonjhar district of Orissa. Its implementation is briefly described.

GAIKWAD, V.R. (Indian Institute of Management, Ahmedabad). Participation of rural institutions and target groups in rural development in India; comments by S.K. Rau and Norman T. Uthoff. *Regional Development Dialogue*, 2(2) Autumn 81, p.133-73.

The purpose of this paper is three-fold: first, to present certain issues in the participation of rural institutions and target groups in rural development programmes; second, to examine past approaches to involving people's organisations in rural development activities; and third, to analyse experience about the working of rural institutions through four case studies. These studies cover two panchayati raj bodies, a zilla panchayat in Gujarat and taluka development board in Karnataka; a small farmers' development Agency in Bangalore, managed by a body composed mostly of government functionaries; and a farmers' service cooperative society in Bidadi. India had attempted various strategies for the participation of the rural population in rural development programmes, showing few real changes. The author argues that this was due largely the emphasis on making farmers' organisations coterminous with and severely responsible to the inherited district administration system, as well as to the deliberate policy of giving the rural population minimum funds to handle.

GARTRELL, JOHN W. (Univ. of Alberta). Inequality within rural communities of India. *American Sociological Review*, 46(6) Dec. 81, p.768-82.

One of the principal controversies in development research has revolved around questions of whether and how the production of greater economic surplus in society results in greater or lesser inequality. Recent attempts to examine these issues within a world-systems context have employed secondary analysis of cross-national surveys of income inequality. These efforts have had to rely upon aggregate data of sometimes dubious

reliability and questionable theoretical appropriateness. The present research examines uneven development within a single state (Andhra Pradesh) in one underdeveloped nation (India). It studies 84 agrarian villages, using the rural community as the unit of analysis. The study attempts to generate valid data through the use of both archival methods and first-hand village-level surveys.—*Reproduced*.

HOOJA, RAKESH. Machinery for delivering benefits to the rural poor: a view from an Indian state. *Indian Journal of Public Administration*, 28(1) Jan.-Mar. 82, p.55-70.

A bewildering variety of benefit schemes, several of them overlapping; an equally bewildering variety of agencies to deliver the benefits, some of them acting as a two-way channel for delivery and recovery; and a number of target groups, often decided by unscientific methods—these form the content of the rural scene anywhere in India today, according to many scholars and evaluation agencies. Rakesh Hooja discusses this pattern of rural development and illustrates it from what obtains in Rajasthan. He describes the existing system in that state by giving the different types of government development programmes, the types of benefits, and the types of the delivery system. He does not discuss each scheme, but gives, instead, the observations on the available pattern by some well known commentators and he then supplements their view with his own.—*Reproduced from editorial*.

IMPROVING rural life in the third world. *Ekistics*, 48(291) Nov.-Dec. 81, p.410-92.

Contents: The anthropocosmos model; The editor's page; Ecosystems for rural settlements in developing countries, by Kiran Mukerji; Changing structure of a Punjab village: Paniar, by Sarup Singh; Social and spatial constraints on rural

women's sexuality: observations from an Indian village, by Hemalata Dandekar; The features of Islamic urbanism and social change in Hammamen, Tunisia, by Ridha Boukraa; Domestic water resource use in rural Sudan, by Frederick L. Bein; Monitoring of rural projects through people's participation, by Anil K. Gupta; Growth without migration: towards a model for integrated regional/rural development planning, by Frank Meissner; Some thoughts on units of settlement, by Amos Rapoport; Footlooseness and mobility: a response to E.F. Schumacher, by Gerald L. Houseman; Arid Zone settlement site selection: the case of Egypt, by Gideon S. Golany; Traditional planning of organic settlements in Ghana, by Nathan Wilson Dampety; The "rural banifer" in Peninsular Malaysia: a new settlement type, by S.H. Khoo and P.K. Voon; The people's choice: resettlement preferences of displaced persons from Nigeria's new federal capital territory, by Sylvester I Abumere; Aboriginal settlements, by Ajit Mohan.

JAIN, S.P. Inter-organisational linkages at village level. *Journal of Rural Development*, 1(2) Mar. 82, p.271-306.

KORTEN, DAVID C. Organizing for rural development: a learning process. *Development Digest*, 20(2) Apr. 82, p.3-30.

LOWDERMILK, MAX and **W. ROBERT LAITOS.** (Colorado State Univ.). Towards a participatory strategy for integrated rural development. *Rural Sociology*, 46(4) Winter 81, p.688-702.

This paper outlines a strategy for achieving rural development goals and objectives through participatory research and systematic project development. The authors begin by detailing the essential elements required for any rural development program and propose their own definition of rural development. The paper then describes a seven-stage project

development strategy which has proved successful in water management projects in Pakistan and Egypt. The paper delineates the key concepts in each of the seven stages and urges rural development practitioners to integrate more fully the client system into any rural development program.—*Reproduced.*

MABOGUNJE, AKIN L. The dilemma of rural development in Africa; comments by Goran Hyden, Paul Richards and Eno J. Usoro. *Regional Development Dialogue*, 2(2) Autumn 81, p.1-29.

MAEDA, J. H. J. and M. S. D. BAGACHWA. Rural development policies and perspectives in Tanzania, comments by Regionald H. Green, Michael K. McCall and D.R. Fraser Taylor. *Regional Development Dialogue*, 2(2) Autumn 81, p.98-132.

MAITHANI, B.P. (National Institute of Rural Development, Hyderabad) and P.C. TIWARI (Kumaon Univ., Nanital). Spatial planning for integrated rural development: concept, technique and application. *Journal of Rural Development*, 1(1) Jan. 82, p.125-34.

Spatial planning implies focussing of investment on socio-economic infrastructure at certain places which are selected in terms of maximising access to the beneficiaries at the minimum cost. In operationalising this concept the planners have to face two problems in regard to: (1) Synchronisation of 'spatial' and 'functional' clusters, and (2) balancing between the conflicting criteria of equity and efficiency. The steps necessary to overcome the problem of location and allocation are explained with their actual application in Pithoragarh district in Uttar Pradesh.

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It has now become a part of political cliché that the real India is to be found in her villages. However, like many clichés, there is an element of truth in it. India remains overwhelmingly a country of villages. Its over half a million villages account for some 80 per cent of Indian population. No plans of development and modernization can succeed in India unless they give urgent attention to the needs of rural India. Rural development is an integral part of national development. Dr. S.N. Mishra, in the following article, gives a historical and analytical account of planned rural development in this country. He highlights both its successes and its failures. He makes a strong plea for integrated plan of rural development which meaningfully reflects local needs. By its very nature there can be no single plan or model which can be uniformly applied in a country as heterogeneous as ours. Dr. Mishra rightly points out to the need for flexible approach in planning and drawing upon public cooperation to implement the plans.—*Reproduced.*

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It is being increasingly realized that only an intimate rapport between the Panchayati Raj institutions and the official machinery engaged in rural development works can accelerate socio-economic change in rural India. Dr. Bhuwan Lal Sah points out that one of the principal reasons for the tardy progress in rural development is precisely the absence of a meaningful dialogue and relationship between the two. Dr. Sah substantiates his case by taking for special analysis the survey findings of Kumaun Division in U.P.—*Reproduced*.

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Science management implies both scientific pursuit and administration of scientific research, personnel and institutions. Problems arise because of the nature of science as a creative and innovative pursuit and the scientists' inability or unwillingness to manage their own organisational set-up. Kelkar discusses this aspect of science administration in this country and analyses the implications of the subtle division of labour between 'management' and 'administration' in their application to science management. This division, says Kelkar, is not clear and not relevant either in the higher level of management, although he admits there is a lot to administer in order to keep science as an organised effort to yield fruit.—*Reproduced from editorial*.

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As a result of the uncertainty of the political future of the Chief Ministers and their Cabinets they have little time to reorganise the State administrative apparatus. The top State appointments and transfers of IAS and IPS officers are politically controlled. Politicisation of administration at all levels is increasing. The trend towards encouraging "the sons of the soil" policy needs urgent review. Proliferation of staff and administrative agencies is not accompanied by the adoption of sound management techniques. Corruption and inefficiency have become evident and pervasive. The increase in powers of the Secretariat has reduced the dynamism, initiative and vigour at field levels. District administration still operates in a mechanical, impersonal manner and does not respond to the needs and issues of the rural people.

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URBAN RENEWAL

RAJADHYAKSHA, N.D. (All India Institute of Local Self-Government, Bombay). Private/public cooperation in urban renewal. *Quarterly Journal of the Local Self-Government Institute*, 52(2) Oct.-Dec. 81, p.83-7.

Every metropolitan city in the world is facing an acute crisis of survival. These beleaguered cities overwhelmed by con-

tinuous immigration, mounting costs of civic services, rising expectations of its residents and out-dated municipal organisations are now at the crossroads—either they survive by boldly initiating policies and programmes which have not precedents in their own past or go under. In the following perceptive article Prof. Rajadhyaksha makes the pertinent observation that urban renewal is too massive and complex a task to be undertaken by a single agency, even if it be government. It is a task which needs cooperative efforts from both public and private agencies. This alone could arrest the creeping decay which has struck our large cities. Few urban authorities have woken up to this urgent need. Baroda is one recent exception. It is hoped, as the learned writer points out, that the steps taken by Baroda Municipal authorities would be an augury of further steps towards urban renewal and make the cities what they ought to be—dynamic centres of civilized and human settlements.—*Re-produced.*

URBANISATION

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VILLAGE PANCHAYATS

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One of the principal objectives of introducing panchayati Raj institutions in India was to associate the rural populace in the programmes of development. The Balwantrai Mehta Committee had highlighted the failure of the Community Development scheme introduced earlier and traced it to lack of public participation in it. Panchayati Raj was to provide an institutional arrangement by which rural development would be accelerated. However, the record of Panchayati Raj institutions in the field of rural development has been uneven and unsatisfactory. Dr. Bhargava and Mr. V.N. Torgal draw a comparative picture of rural development and local government in Karnataka and Andhra Pradesh. They point out that the real reason for the failure of the local bodies to bring about spectacular rural development lies not so much in their inadequacies but in the indifference of the State Government—financial and administrative—to the need to encourage these self-governing local institutions.

—*Reproduced.*

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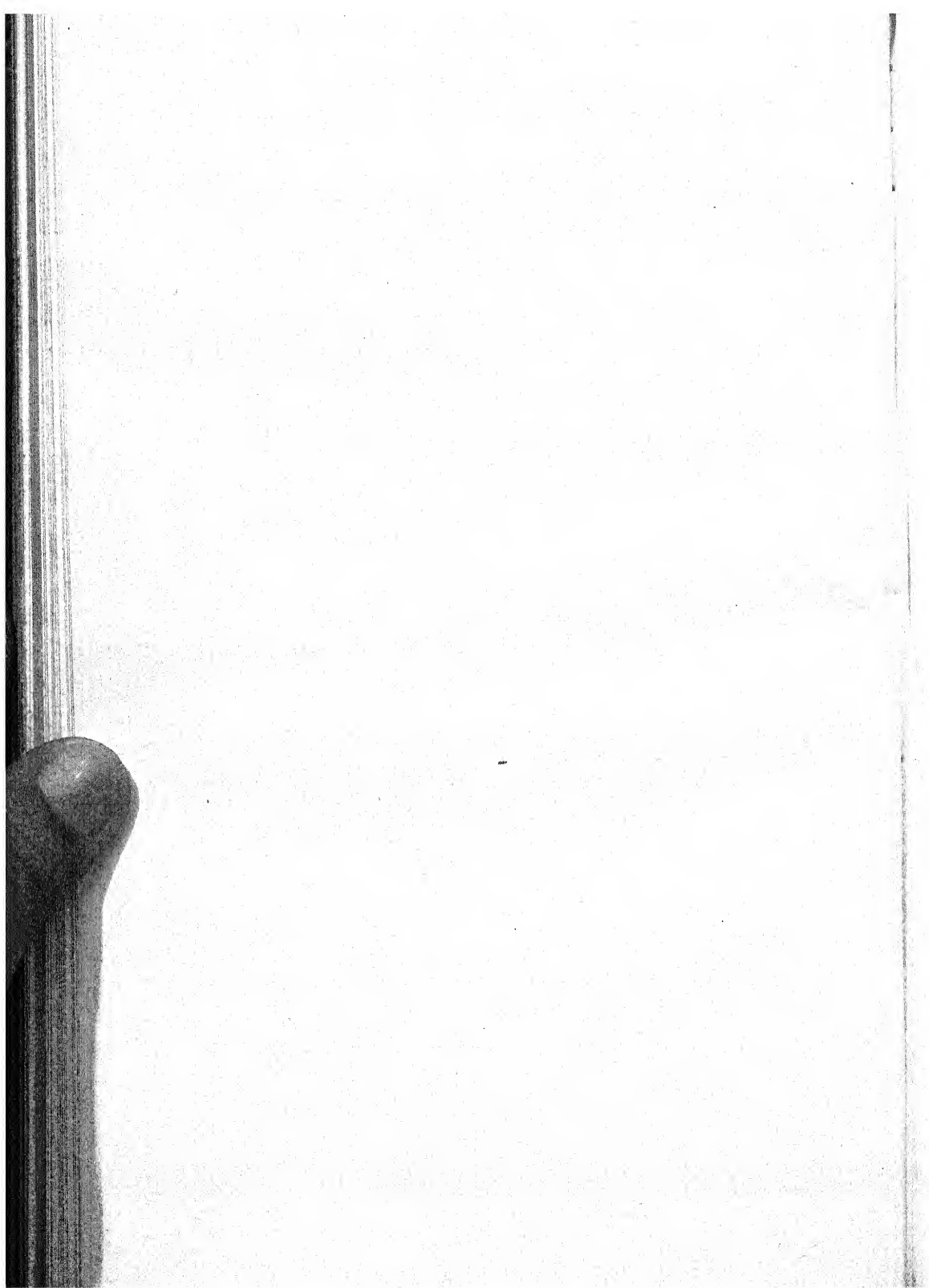
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BOOK NOTES

AMES, WALTER L. *Police and community in Japan*. Berkeley, Univ. of California Press, 1981. 247p. \$ 25.65.

Japan has the lowest crime rate in the industrialized world, and its crime totals have actually followed a downward curve since 1955. This stems not only from an efficient and strong police organisation, but from general cooperation by the community in fighting crime. Japanese Society itself maintains a remarkable level of order and control. The basic premise of this book is that Japanese society, in effect, policies itself, and the police therefore consciously and skillfully make use of the community in crime control. This source of police effectiveness is augmented by the high quality of the recruits, extensive training, high social status, and solidarity and loyalty that is carefully nurtured throughout the organisation. Success stems primarily from citizen cooperation. The police integrate themselves into the community through a unique deployment system involving neighbourhood police boxes, and through a network of informers and contacts within various segments of the community. There is a five-page bibliography.

ANKER, RICHARD. *Reproductive behavior in households of rural Gujarat: social, economic and community factors*, by Richard Anker and Martha Anker. New Delhi, Concept, 1982. 140p. Rs. 60 00.

This study is concerned with the socio-economic determinants of reproductive behaviour at the couple level. It is based on a household survey directed by the authors in 1970-71 in eleven Gujarat villages. Only members of two major caste groups were interviewed. One caste had high status and the other a lower one. Seven measures of reproductive behaviour used as dependent variables are: ideal family size, ideal number of sons, actual family size, actual number of sons, completed family size, completed number of sons, and family planning acceptance.

BAEHR, PETER R., ed. *Policy analysis and policy innovation: patterns, problems and potentials*, ed. by P.R. Baehr and Bjorn Wittrock. London, Sage, 1981. 238p. \$ 22.50.

The workshop on "Futures Studies and Policy Analysis in the Political Process: Patterns, Problems and Potentials", was organised by the European Consortium for Political Research in Brussels in April 1979, in cooperation with the Netherlands Scientific Council for Government Policy and the Swedish Secretariat for Futures Studies. It was attended both by political scientists with a mainly theoretical interest in the subject and by individuals with personal experience of various government forecasting and policy analytical units. Papers and discussions

at that workshop have served as a point of departure for this book, which is divided into three major parts. In the first part the nature and conditions of linkages and barriers between research and policy are examined. The chapters in the second part of the volume review various national experiences of cross-sectoral and long-range oriented policy analysis. The third part is devoted to normative policy analysis and to an examination of the limitations and potentials of different models of political futures planning.

BALDEV SINGH. Regional planning: explorations in agriculture and industry. New Delhi, Oxford & IBH, 1981. 247p. Rs. 50.00.

This work is directed towards the issues involved in the formulation of the district plans. The district planner has to formulate a plan, which will help to maximise the returns to the resources of the district through state intervention and raise the standard of living of the subjects of the district. The drought-prone district of Surendranagar in Gujarat, with proven potential development is chosen for the study. Part I attempts to map out the structure of the economy. Part II presents an in-depth analysis about the prevailing behaviour relations in the farm sector, particularly farm decisionmakers' response to risk, irrigation, and credit. Part III presents an in-depth analysis of the industrial sector, particularly the entrepreneur's response to industrial policy instruments, such as industrial development estates, capital subsidies, raw material assistance, etc. Part IV develops a regional programming model and uses it to sort out income and employment objective of rural development on one hand and assessing economics of land redistribution and irrigation, on the other. Part V tries to present a cohesive development strategy to help formulate the local level plan.

BATRA, T.S. Administrative law: judicial control of administrative action. New Delhi, Bookhive, 1982. 416p. Rs. 85.00.

Administrative law saves the citizens from the danger of erratic administrative fiat by the existence of independent judiciary. Though it relates to the determination of the constitution of administrative units and their relation to the public, it is not separately codified like the criminal law or the law of the contracts. This book deals with administrative law in the Indian context. The subject is covered in eleven chapters: (1) The concept, (2) Delegation, (3) Administrative bodies and tribunals, (4) Functional parameters of these bodies and tribunals, (5) Natural justice, (6) Discretion and privilege, (7) Writ jurisdiction, (8) More about judicial control of administrative action, (9) Rule of law, (10) Lokpal and Lokayukta, (11) Conclusion. These chapters trace the growth of the administrative law, the different approaches to it, the importance of the prevalence of the rule of law and the manner and shifts in its application by the courts of law.

BENARD, JEAN. Employment planning and optimal allocation of physical and human resources, by Jean Benard and Jan Versluis. New Delhi, Concept, 1982. 124p. Rs. 60.00.

The planning models presented here attempt, as far as possible, to take into account the relations between production and distribution, production and manpower, and production and manpower training. They are based on the simultaneous setting of planned targets for production, employment and education. The first model described by Jan Versluis was applied to the Peruvian economy for

the period 1960-90. The second model by Jean Benard, develops a wider framework. This study was prepared under ILO World Employment Programme.

BLONDEL, JEAN. The discipline of politics. London, Butterworths, 1981. 222p. £ 12.00.

This book describes the development of political science over the last quarter century and surveys the current state of the art. The author describes the explosion of interest in electoral behaviour; the evolution of policy studies and the question of governability; the enthusiasm for, and subsequent disappointment with global models; the attempt to quantify political variables; the changing focus of political theory; and the growth of comparative government. Throughout, the author analyses the writings of those scholars who have made a major contribution to the discipline over the last twentyfive years.

BOSE, JAYA. Impact of electrification on Indian agriculture, with special reference to Bihar. New Delhi, Agricole Publishing Academy, 1982. 152p. Rs. 70.00.

The benefits of rural electrification have mainly been studied from the point of view of the individual consumer of energised pumpsets. This study also examines the question along similar lines. In Bihar, where the pace of village electrification and energisation of pumpsets have advanced rapidly, there is special scope for examination of this problem in all its aspects. Though electric power is generally more economical compared to diesel, the non-availability of power at the crucial time to the agricultural consumer is a source of great anxiety. Statistical data show a rapid rise in pumpset connections, but very often they are not in operation. There is considerable room for increasing the fuel efficiency of appliances and implements used in agricultural sector. Agricultural power supply in most parts of the country is heavily subsidised, and this raises the question of a change in the tariff structure in electricity both in agriculture and industry. The objective of this study is to examine these important and interrelated problems. The main scope of this study is the benefits derived by the Bihar farmer from the energisation of pumpsets. A small number of household samples were taken to explore various aspects of benefits which farmers of different categories may have derived from cheap electricity.

CHATURVEDI, T.N. Transfer of technology among developing countries: need for strengthening cooperation. New Delhi, Gitanjali, 1982. 102p. Rs. 60.00.

Over the years, the developing countries are importing technology from the advanced countries in an increasing measure. Though the developing countries have to face many problems in this technology transfer, some of them like India have made considerable progress over the years through transfer of technology from abroad as also indigenous efforts in the field of science and technology. A stage has already been reached when there can be a substantial transfer of technology among the developing countries themselves to their mutual advantage. On the basis of Indian experience, an attempt is made in this book to discuss the advantages of and need for strengthening cooperation among developing countries for transfer of technology. A list of Indian joint ventures abroad is presented in an appendix. In another appendix, areas of Indian know-how for industries and consultancy services are listed.

COPLAND, IAN. The British raj and the Indian princes: paramountcy in western India, 1857-1930. New Delhi, Orient Longman, 1982. 345p. Rs. 80.00.

This is a study of the indirect British rule as it affected the former princely states of the Bombay Presidency after the Mutiny. It examines the establishment and governance of the states, their relationship with the Governments of Bombay and India and the position, background and training of the political officers who staffed the residencies in them. One of the main themes is that the structure of British power and the calibre of the Political Service vitiated the broader aims of British policy towards the states. The author also examines the political ends the states were supposed to serve, how these changed over time, and whether the goals of imperial policy were fulfilled. This book began life in 1969 as an Oxford Doctoral thesis. Since then it has been substantially rewritten to take account of the many new developments in Indian historiography which have occurred over the past ten years. There is a twenty-one-page bibliography.

DEWAN, M.L. Agriculture and rural development in India: a case study on dignity of labour. New Delhi, Concept, 1982, 219p. Rs. 75.00.

This case study deals with Dignity of Labour Camps organised in Maharashtra where agricultural universities, colleges and schools were involved in agricultural development programmes. While a good deal of emphasis is given to soil, water and other natural resources development, India's uniquely human energy experiences are used for soil and land resources evaluation, irrigation, drainage and reclamation, rural and urban composting and in social and farm forestry as well as other allied programmes. The study deals with project approach to agriculture, proposes certain plans of action, and advocates a further increase in the use of renewable energy resources, national character building and improving national institutions.

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS.
Agriculture: toward 2000. Rome, FAO, 1981. 134p. \$ 25.00.

This study analyses the challenges and proposes a strategy for development of world agriculture to the end of the century, with particular reference to developing countries. Three major scenarios are analysed: a continuation of existing trends, a modest improvement over trends since the early 1960s, and a more ambitious but still feasible rate of growth. The study considers policy options and actions, both national and international, to enable these sectors to make their full contribution to economic and social development. It provides a reconnaissance of the future. Its major finding is challenging: over the next two decades the developing countries can double their food and agricultural production, but while this would certainly improve the nutrition of their people it would not, by itself, and the scourge of hunger. The essential prerequisite—improved food production—must go hand in hand with a more equitable distribution of this larger output. The study brings out that what is needed is a sustained effort on many fronts.

FOOD AND AGRICULTURE ORGANIZATION OF THE UNITED NATIONS.
Monitoring systems for agricultural and rural development projects, ed. by E. Clayton and F. Petry. Rome, FAO, 1981. 261p.

The need for continuous evaluation and close monitoring of agricultural and rural development projects is felt more and more strongly by national governments and

international funding agencies. The World Bank has found it necessary to build a monitoring and evaluation (M+E) mechanism into the rural development projects they finance and for several years, have made this a condition to their approval of such projects. The demand for M+E assistance, and in particular for in-service training of national staff is increasing. There are few documents available that are suitable for training purposes. Various contributions presented in this volume deal with the experiences of different countries.

GOEL, S.L. Modernizing administrative management: management techniques and administrative research. Chandigarh, Arun Publications, 1981. 2 Vols. Rs. 150.00.

These volumes are designed to equip the public services with the latest developments in the art and science of management. Fourteen chapters in the first volume are divided into four sections. First section deals with interconnections between different techniques along with ethical and psychological ones. Work Study, Organisational Analysis, Method Study and Work Measurement are covered in the second section. Third Section deals with Network Analysis, Materials Management, and Records Management. The last section covers various aspects of Administrative Research—survey research, case studies, use of statistics and report writing. There are twelve chapters in the second volume. It deals with two broad features: (1) Policy making, planning and decision making; (2) Personnel and financial management. There is an eight-page bibliography.

GRAMLICH, EDWARD M. Benefit-cost analysis of government programs. Englewood Cliffs, N J., Prentice-Hall, 1981. 273p. \$ 17.95.

The aim of this book is to translate the debates of technical economics in a way that they can be understood by students without advanced training in economics and apply the logic of benefit-cost to some of the newer and more rapidly expanding public policy activities. The first four chapters form an introduction to the principles of benefit-cost analysis. The standard economics literature on benefit-cost analysis is summarized in chapters 5 to 7. These chapters conduct an evaluation for a prototype government physical investment programme. In chapters 8 to 11 the logic of benefit-cost analysis is applied to four different types of governmental programmes. Chapter 12 examines a new technique, 'Social experimentation' for evaluating programmes. It reviews the weaknesses in alternative statistical designs for making evaluative inferences and discusses the comparative strengths and weaknesses of social experimentation. The last chapter is a brief summary of the book and reviews a list of issues that must be resolved before an evaluation can be completed.

GUPTA, OM PRAKASH. Commitment to work of industrial workers: a sociological study of a public sector undertaking. New Delhi, Concept, 1982. 252p. Rs. 60.00.

This study attempts at a scientific exploration of commitment of industrial workers to their work and work organisation in an industrial organisation. It seeks empirical evidence as to how far they have accepted and adjusted to the requirements of industrial work in the sense of consistency of behaviour. The basic intent of the study has been to examine the orientations of industrial workers towards the industrial work, the industry as a place of work, the job, the management and the participative predisposition among workers. Using the Diesel Locomotive Works,

a public sector undertaking, as a test case, the study has been conducted on a wide cross-section of the skilled workers employed therein. The contribution of this study lies in the empirical findings supportive of the main contention that security of job, for a majority of industrial workers, is the predominant factor associated with many other measures of social security and participation. This publication is an outcome of the Ph.D. research in the Department of Sociology, Banaras Hindu University, Varanasi. There is a twenty-two page bibliography.

INDIA. Planning Commission. Programme Evaluation Organisation. Evaluation of Food for Work Programme (August-October 1979): final report. Delhi, Controller of Publications, 1981, 93p. Rs. 12.00.

The Government of India launched in April, 1977 a nation-wide "Food for work programme" to enlarge the employment opportunities to the poorer sections of the community living in the rural areas. The Programme Evaluation Organisation undertook in July, 1979 an evaluation study to assess the impact of the programme. Apart from examining issues relating to the planning and administration of the programme, utilisation of the foodgrains, generation of employment and incomes, types of assets and infrastructures created and the reactions of the beneficiaries to the programme, the aspect of durable assets created at village level are fully examined in this final report.

INDIAN INSTITUTE OF PUBLIC ADMINISTRATION. Centre for Urban Studies. Integrated development of small and medium towns: critical areas and issues for policy options, ed. by R.K. Wishwakarma. New Delhi, the Centre, 1982, 68p. Rs. 25.00.

Here are the proceedings of the Workshop held on 14-15 July 1981. The Government of India in its Sixth Five Year Plan have formally declared a national urban policy option in terms of Integrated Development of Small and Medium Towns (IDSMT) to arrest the growth of metropolitan cities. The Workshop was designed to have an assessment and appraisal of the IDSMT programme with regard to the operationalisation of the scheme, utilisation of grants-in-aid, adequacy of existing organisational machinery and the role of involved officials, agencies and clientele groups, with a view to suggesting critical areas and issues for policy options.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT. Agricultural research: sector policy paper. Washington, D.C., IBRD, 1981. 110p.

In a number of countries, national research programmes are weak and, therefore, not able to adapt fully and utilize technologies being developed by the international research community. The potential benefits of some of the research have sometimes not been realised because of the failure of governments to provide a suitable economic environment that can encourage the adoption of a technology. The formation, in 1977, of the Consultative Group on International Agricultural Research, gave a major impetus to efforts to enlarge research expenditures in developing countries. A basic premise of this paper is that carefully implemented agricultural research can be an efficient source of economic growth and is an important contributor to the achievement of key development objectives. The recommendations made in this paper, when taken together, establish a solid basis for an expanded effort that promises attractive economic and social benefits,

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Employment policy in developing countries: a survey of issues and evidence, by Lyn Squire. Washington, D.C., IBRD, 1981. 229p.

Low rates of growth in industrial employment, high rates of unemployment for new entrants to the urban labour market, and low level of labour productivity and remuneration are the three issues addressed in this paper. The author demonstrates that, in comparison with historical experience, the sectoral transformation of the labour force in developing countries has been retarded by the unusually fast growth of the labour force rather than the slow pace of industrialisation. The concentration of high rates of unemployment among young, inexperienced, and first-time entrants to the urban labour market is attributable to the varying rates at which wages in different segments of the market have adjusted to the unprecedented expansion in the supply of such workers and low productivity and remuneration are due primarily to inappropriate macroeconomic policies rather than to labour market distortions. This book was originally written as a background report for the *World Development Report, 1979*. Fifteen pages are devoted to bibliographic references.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

National urbanization in developing countries, by Bertrand Renaud. Washington, D.C., IBRD, 1981. 181p.

The need for active urbanisation policies is greater for developing countries than it was in the past for economies that are now developed. Population is growing faster, rates of economic growth are higher, and the role of government is more pervasive in developing countries today. National urbanisation policies have three goals; to correct the undesirable spatial effects of national economic policies; to make internal management of cities more efficient; and to increase economic efficiency and socio-economic integration by eliminating the barriers to resource mobility and the diffusion of innovations. The author shows why progress in formulating national urbanisation policies requires coordination among these three goals, while uncoordinated policies have often worked at cross-purposes. He stresses that decentralisation is not a substitute for the more efficient and more equitable use of resources within cities, particularly in large urban centres. This book was originally written as a background study for the *World Development Report, 1979*.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Nutritional consequences of agricultural projects: conceptual relationships and assessment approaches, by Pinstrup-Andersen. Washington, D.C., IBRD, 1981. 93p.

This paper provides a survey of past and ongoing activities aimed at the incorporation of nutritional considerations into agricultural and rural development projects and policies. The conceptual relationships linking agricultural and rural development projects to the nutritional status of the poor are discussed and the usefulness of presently available methodology for considering nutritional effects in project design is assessed. The major gaps in methodology and empirical knowledge are identified. There are some recommendations regarding the incorporation of nutritional considerations into project assessment, improvements in currently

available methodology and empirical knowledge, and supporting research. There is an eleven-page bibliography. This is World Bank Staff Working Paper No. 456.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT. The political structure of the new protectionism, by Douglas R. Nelson. Washington, D.C., IBRD, 1981. 57p.

This paper presents a political-economic analysis of what has been called "the new protectionism". The roots of this phenomenon are traced to specific economic and political developments since the Second World War. These developments caused trade policy first to be politicized as an international issue, and then to become a domestic political issue in the major industrial country traders. Because the major trading countries have agreed in the General Agreement on Tariffs and Trade (GATT) not to increase the level of their protection except under agreed circumstances (dumping, subsidies, etc.), the bureaucratic mechanisms which police these exceptions have become an important marginal supplier of protection. The legal and administrative structure of this administered protection is examined. The major conclusion is that because of the bureaucratic nature of the process, the increases in protection will tend to be more stable than if they were legislated directly. This is World Bank Staff Working Paper No. 471.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT. Structural adjustment policies in developing economies, by Bela Balassa. Washington, D.C., IBRD, 1981. 36p.

This paper examines structural adjustment policies in developing economies, defined as policy responses to external or internal shocks that are carried out with the objective of regaining the pre-shock growth path. Examples of external shocks are the quadrupling of petroleum prices of 1973-74 and the world recession of 1974-75. Internal shocks may find their origin in inappropriate economic policies. The introductory section of the paper reports on the policy experience of a number of developing countries after 1973, indicating that countries applying an outward-oriented development strategy were better able to cope with external shocks than economies following an inward-oriented strategy. The paper examines in detail the elements of a policy package that may be applied in response to external or internal shocks, and the interdependence of various policy measures is indicated. This is World Bank Staff Working Paper No. 464.

INTERNATIONAL LABOUR ORGANISATION. The basic needs approach to Indian planning. Bangkok, ILO-Asian Employment Programme, 1981. 78p. \$ 3.00.

A seminar on the Basic Needs Approach to Indian Planning was held in Trivandrum on the 21st and 22nd of July 1980. This seminar, the fifth in the series, sponsored by the Asian Regional Team for Employment Promotion, Bangkok, was organised in collaboration with the Centre for Development Studies, Trivandrum. The other national seminars were held in Bangladesh, Pakistan, Sri Lanka, and Nepal. First part of this publication provides a brief summary of the Trivandrum seminar proceedings. Three discussion papers prepared by M.L. Dantwala, D.T. Lakdawala, and B.G. Varghese are included in the second part. The seminar was attended by distinguished Indian planners, specialists, and administrators.

KAMBLE, N.D. Bonded labour in India. New Delhi, Uppal, 1982. 163p. Rs. 60.00.

As a result of the Bonded Labour System (Abolition) Ordinance, 1975, bonded labourers were released but due to lack of alternative sources of living many of them were forced again to embrace this cruel system. The author analyses the reasons behind the continuance of such households under the exploitative grip of their masters. The author has identified the practices resorted to by their masters and the reasons due to which the bonded labourers become their easy prey. Tumkur district in Karnataka was selected for this study. It is suggested that effective remedy lies in providing minimum assets. There is a five-page bibliography.

KAMBLE, N.D. The scheduled castes. New Delhi, Ashish, 1982. 264p. Rs. 85.00.

An attempt is made in this study to analyse the development and growth of the caste system in general and untouchability and discrimination on its ground in particular. Its objectives are to explore the historical background of the development and growth of untouchables and untouchability, and to study the social, economic and political profiles of the scheduled castes in India with reference to their social, economic and political status in the society. Qualitative and quantitative techniques of analysis are used with emphasis on historical, logical and statistical methods of analysis. There is a twentyfive-page bibliography.

KORTEN, DAVID C., ed. Bureaucracy and the poor: closing the gap, ed. by D.C. Korten and Felipe B. Alfonso. Singapore, McGraw-Hill International, 1981. 258p.

After three decades of development effort it is estimated that 780 million people in developing countries continue to live in absolute poverty, bypassed even by those development programmes intended expressly for their benefit. In this volume a group of management specialists examines specific programme experiences from Asia, Latin America, and Africa. Drawing examples from these cases, they demonstrate how the conventional bureaucratic structures and procedures of development agencies contribute to these failures, often frustrating the efforts of even the most committed leaders. They argue, however, that such results are not inevitable. The volume breaks important new ground in examining international efforts to develop and demonstrate innovative approaches to reorienting bureaucratic structures and procedures in ways which support a more effective participatory style of development action. The contributors come from many different disciplines, yet each shares with the others the experience of being directly involved in efforts to actually build the new administrative capacities required to achieve social development results.

LENDVAI, PAUL. The bureaucracy of truth: how communist governments manage the news. London, Burnett Books, 1981. 285p. £ 6.95.

This book dissects the theory and practice of journalism in the Communist system. The author describes both the philosophy and day-to-day workings of an industry whose first criterion is the interests of party and government. He shows how the varying systems in the Soviet Union and its satellites, and in Yugoslavia, deal with news of all kinds and describes the policies of each country towards the indigenous

press, radio and television, the influx of 'unfriendly' and 'sensational' news over the airwaves from the West, and their methods for presenting their 'truth' to the world at large. The first part of this volume deals with the Communist mass media, their structure, function and control, combining common features and variations in each country. Second part covers the problems connected with international broadcasting to Eastern Europe including a description of major broadcasters, audience impact and the countermoves, including jamming, by the Soviet Bloc. In third part the significance and consequences of the Helsinki accords and the Eastern record of implementation in 1975-80 are described and analysed.

MASUM, MUHAMMAD. Unemployment and underemployment in agriculture: a case study of Bangladesh. Delhi, B.R. Publishing Corporation, 1982. 264p. Rs. 80.00.

Bangladesh combines extreme poverty with the highest density of population in the world. No human society has ever been faced with such a dismal poverty on such a mass scale as in Bangladesh. Agriculture is the most dominant sector of her economy, but it is also the poorest. This study unfolds the debate on the relationship between farm size and productivity as also the inverse relationship between the size of farm and productivity. Two more related topics, namely, the effect of the institution of share cropping on output and labour utilization and principal determinants of labour use are also studied. In the last chapter the author has outlined a general policy framework, where an attempt has been made to evolve a strategy of employment promotion with growth and equity. This book is a revised version of a dissertation for which Ph. D. degree of the University of Delhi was awarded in 1977.

MATHUR, KULDEEP. Bureaucracy and the new agricultural strategy. New Delhi, Concept, 1982. 103p. Rs. 60.00.

This book seeks to examine the way bureaucracy performs its role and functions within the context of national policies and politics and administrative framework. It seeks to develop hypotheses to argue that bureaucracy has little role to bring about change in society unless policy and administrative framework transform themselves concomitantly to support bureaucratic action. An attempt is made to place the role of the bureaucracy in the wider framework of policy implementation processes. The study was conducted in the context of the implementation of Green Revolution policies in Karnal district of Haryana. There are two distinct parts of the study. In the first part the national policies towards rural development and the national administrative framework are presented and analysed. The second part consists of empirical data on the actual processes of implementation in the district. A synthesis is attempted at the end to reveal that the role of the bureaucracy is wedded, as it were, to the groups that propel a particular type of development.

MISHRA, G.P. Dynamics of rural development in village India. New Delhi, Ashish, 1982. 89p. Rs. 45.00.

The purpose of this study is to examine the social dynamics of rural development in those areas which are experiencing dairy development programme. It shows how castes and classes figure in the process of rural development in the villages covered

under the scheme of dairy development and how the benefits from it flow in favour of dominant caste in general and the emerging capitalist class in particular who, by and large, come from the large holding group of the dominant caste. This is a case study of Vishwanathapura Milk Producers Cooperative Society, one of the most prosperous societies belonging to Karnataka Dairy Development Corporation. The issues discussed are: characteristics of the villages; inter-relationship between caste, land and occupation; characteristics of farming in totality; how credit flows through different channels and to whom; and caste-class relations in income distribution. The findings shed doubts over the success of any development programmes in improving the economy of the weaker sections of rural population in the context of the present agrarian social structure that is undergoing capitalist transformation.

NEUBER, KEITH A. Needs assessment: a model for community planning, by K.A. Neuber and others. Beverly Hills, Sage Publications, 1980. 107p. \$ 6.50.

Almost all social agencies and community groups have at some time faced the need to assess needs. For many, the task has seemed insurmountable because of cost or lack of available technical expertise. The community-oriented needs assessment model presented in this book gives step by step directions for conducting presurvey activities, setting up interviewing procedures, collecting and analysing data, and making use of the findings within agencies and in the context of broader community planning efforts. Each component can be used as stated, or modified to address specific local needs.

NIJKAMP, PETER. Environmental policy analysis: operational methods and models. Chichister, John Wiley, 1980. 283p. \$ 45.50.

Environmental management and resource use are nowadays issues which have become necessary components of current policies of nations, regions and communities. This study aims at providing in an unconventional fashion a set of operational contributions to environmental policy analysis. It is concerned with an integration of different fields which normally play a role in environmental policy analysis: economics, physics, regional science, ecology, and social and political science. This integration is based on the multidimensionality principle. Various empirical illustrations serve to indicate the relevance and applicability of the multidimensionality principle for environmental policy analysis. The study is divided into four parts. The first part is of a methodological nature and aims at demonstrating the inadequacy of traditional economic analyses. In the second part, the multidimensional approach to macro and regional policy models is exposed. In the third part, the tradeoff conflicts between various policy issues are analysed in the framework of distinct evaluation models for plan or project appraisals. The last part focuses on spatial environmental models in which the quality of the environment is explored as a motive for human behaviour.

PALAKSHAPPA, T.C. Impact: social and economic implications of the Kudremukh Iron Ore Project. New Delhi, Concept, 1981. 82p. Rs. 45.00.

This study describes what happened to the people of two villages when a technically sophisticated iron ore mining and processing plant was built in their vicinity in Karnataka. It focuses attention on two levels of impact. At the first level, the study discusses in brief the contribution of the project to the national economy and

the second level impact involves the resources and the welfare of the local area. In order to study the impact, two villages, one closer and one more distant from the project site, were selected. This monograph considers on the one hand the needs, the demands and the expectations of the new community (resulting from the Kudremukh project), and on the other hand, the preparedness of the local community to meet these demands. The study analyses what structural modification the traditional society is making or is likely to make to accommodate the incoming values and institutions.

PYLEE, M.V. *Crisis, conscience and the constitution*. Bombay, Asia, 1982. 175p. Rs. 50.00.

Many things happened in 1979 made it appear as though India had lost its accustomed poise. On the economic front, the country's performance was very poor. The rate of inflation was alarmingly high. Higher educational institutions were in a state of turmoil. Violence in general and communal clashes were on the increase. Even the police force seemed to be in a state of revolt. The political events in July 1979 and the following five months were shocking. The responsibility for this dire happening rests on the political leadership that wielded power at the time. Their incapacity to work together, their desire to cling to power, their utter contempt for political morality, combined to make the situation beyond redemption. In this sordid drama, the President of India played a major role. By his acts of omission and commission, by his speeches and pronouncements, he made a large contribution to the bewilderment of the average citizen and to the collapse of the normal political process. This book is an attempt to highlight these developments and analyse its significance.

RAMACHANDRAN, L. *Food planning: some vital aspects*. New Delhi, Allied, 1982. 392p. Rs. 60.00.

While our farmers, guided by our agricultural scientists and assisted by various government and other agencies, have been engaged in bringing about and sustaining the green revolution, our well-to-do elites, encouraged by nutrition scientists, food technologists, food processors and, in a sense, our planner also, have been busy setting up certain trends in the patterns of agricultural and livestock production, processing and consumption, which in effect, have nullified the benefits of our achievements in agricultural production. The author has identified these trends and advocates a reversal. He suggests a phased programme aimed at conserving the existing food supply by plugging the ever-widening channels of waste and evolving an overall plan of agricultural production based on a realistic *National Standard Diet* which will meet our nutritional needs adequately. The purpose of this book is to study various aspects of food problem and propose an approach to an overall plan for the provision of more food, which will also be better food. Plans for providing food for all should also bring health for all.

RANGANADHACHARY, A.V. *Inflation in India: a monetarist-structuralist approach*. Madras, Arthasasthra Vijnan Kendra, 1981. 271p. Rs. 60.00.

This study makes a detailed analysis of the inflationary price trends in India over the years 1956-57 to 1974-75. The specific objectives are: (1) to attempt a comprehensive review of the existing theories of inflation in order to gain insights into

the process of inflation; (2) to provide an analytical framework for the study of the Indian inflation in the light of the existing theories of inflation and in the context of the institutional characteristics of Indian economy and the structural changes; (3) to identify and measure the significance of the relevant variables through regression analysis; and (4) to make an appraisal of the monetary policy of the Reserve Bank of India to contain inflation. In the Appendix, anti-inflationary measures adopted in 1974 are examined. This book is a revised version of the doctoral thesis submitted to the Andhra University in 1977.

RAY, JAYANTA KUMAR. *Administrators in a mixed polity*. Delhi, Macmillan, 1981. 212p. Rs. 65.00.

This study seeks to present some sketches from the experiences of fifty ICS (Indian Civil Service), IP (Indian Police), IAS (Indian Administrative Service), and IPS (Indian Police Service) officers. Administrators working in an eastern province of India, during the period from 1947 to the late 1960's have supplied almost all the sketches. Experiences of administrators do provide the raw material for an understanding of the interaction of politics and administration, and of how persons in high positions in the bureaucracy respond to an infinite variety of circumstances. One hundred and sixty one sketches appear in this book. The overreaching theme in these sketches is the interaction of politics and administration. The administrators are tentatively classified into four types: promoters, resisters, accommodators, and detractors.

SINGH, P. *Organisational behaviour (human growth through self-awareness)*, by P. Singh and S.K. Warriar. Bombay, Himalaya, 1982. 236p. Rs. 70.00.

There has been an increasingly wider application of the concept of self-awareness to the attainment of managerial growth and competence in Indian industries. This book brings home the fact that every human being has the ability to develop an insight into his problems and solve them successfully. Thus its purpose is to outline the process of human growth and achievement through increased self-awareness. While the first part of this book deals with self-awareness, theories of personality, and perception, the second part is devoted to the methods and techniques available for increasing self-awareness. These are discussed under five heads: (1) Systematic feedback, (2) Counselling and psychotherapy, (3) Transactional analysis, (4) Group methods, and (5) Individual self-analysis.

SINGH, PRABHU NATH. *Some aspects of the managerial and economic problems of public enterprises in India*. Patna, Janaki Prakashan, 1982. 274p. Rs. 95.00.

The focus of this study is on the following objects: (1) Conceptual framework and rationale of public sector enterprises in India; (2) Highlights of the problems faced by the management of public enterprises covering organisation structure, decision making, production planning and control, personnel management including manpower planning, training, wages and salary administration, financial management, and the marketing aspects; (3) The case study of Heavy Engineering Corporation Ltd. encompassing problems of industrial management, financial management and control in detail. The volume ends up with the summary of important findings and suggestions to improve the overall working of public enterprises.

SINHA, ARUN K. Provincial administration in ancient India, 600 BC—550 A.D. Patna, Associated, 1981. 475p. Rs. 170.00.

Based on literary, archaeological, numismatic and epigraphical sources this study traces and analyses the evolution and functioning of provincial administration and discusses its impact on the socio-economic life. The period covered is from the rise of Buddha (600 B.C.) to the decline and fall of the Guptas (550 A.D.). It offers a comparative study of the Mauryan and Gupta administrative systems bringing out the distinctive features of the two major periods in Indian history. The study deals with the administrative systems during the Persian rule and Alexander's occupation of North-West India, the Indo-Bactrians, the Indo-Scythians, and the Indo-Parthians. It is a revised version of doctoral thesis submitted to the Magadh University, Bodh-Gaya, in 1967. There is a twenty-one-page bibliography.

SOURYAL, SAM S. Police organization and administration. New York, Harcourt Brace Jovanovich, 1981. 150p. \$ 9.95.

The study of police organisation is a fairly recent phenomenon in the United States. With the recognition that traditionally managed police departments often could not cope adequately with rapid cultural change and social upheaval, interest in the application of formal organisational methods to the management of law enforcement services has grown rapidly. Police administration has as its goal, the establishment of modern police departments and agencies that can withstand, and adjust to, social and environmental pressures. This text examines the main areas of organisation and management with which police administrators should be familiar. The first four chapters discuss the processes and theories of organisation and administration as they pertain to public bureaucracies in general and to police agencies in particular. Chapters five through eleven then focus on specific aspects of police organisation and administration: police communications, leadership, personnel, budgeting, planning, information management, and community relations.

STRACEY, ERIC. Odd man in: my years in the Indian police. New Delhi, Vikas, 1981. 326p. Rs. 125.00.

These memoirs spanning nearly 37 years in the Indian police by the very last member of that once Imperial Service, are the record of a career full of interest and variety, interspersed with not a few pitfalls. He had his fair share of encounters with villains of various sorts and in the most unlikely places, and in their recounting he takes us to such far-flung regions as Tamil Nadu and Bengal, the West Coast and Rajasthan. There is an account of his three years as head of the Directorate of Vigilance, Tamil Nadu. The author has tried to share with the reader all those scenes and experiences which he looks back on with nostalgia, delight and laughter, while not hiding the difficulties and disappointments of life in the Indian Police.

VERMA, PRAMOD. Human resources management in electricity industry. Ahmedabad, Academic Book Centre, 1981. 182p. Rs. 35.00.

Electricity industry provides a crucial input for the uninterrupted production in the agricultural and industrial sectors. As a consequence, development plans

have called for the expansion of productive capacity as well as have emphasized the need for fuller utilization of installed capacity. An efficient management of human resources, particularly at the supervisory and operational levels, ensures better utilisation of capacity. This book is an attempt to draw the attention of middle and junior managers towards the problems of supervisory and operating staff. It consists of sixteen cases grouped in four parts relating to supervision and discipline, wage determination, industrial relations, and personnel function. These are drawn from real life situations and are presented as a basis for individual learning or group discussions. These cases were developed as a part of a research project sponsored by the Public Systems Group of the Indian Institute of Management, Ahmedabad.

VOCINO, THOMAS. Contemporary public administration, by Thomas Vocino and Jack Rabin. New York, Harcourt Brace Jovanovich, 1981. 490p. \$ 18.95.

Public administration today is different from public administration in earlier decades because the field is a reflection of dynamic forces that have changed American Society. This volume is an attempt to identify what is "contemporary" about contemporary public administration. Three forces are preeminent: citizen demands on government, organised groups and their interaction with government, and 'environmental' influences on government. As a result public administration today faces new challenges that have spurred government growth at the national, state, and local levels and that continue to call for new perspectives and policies. The primary pedagogical objective of this volume is to provide students with essential knowledge of public organisations and the context in which they operate. In this book a number of prominent scholars and governmental practitioners address their specialities. Each chapter explains the historical roots and basic theories and concepts that are germane to the subject.

ZAIDI, SYED SAJID HUSAIN. Rural India and malnutrition: implications, problems and prospects. New Delhi, Concept, 1982. 274p. Rs. 90.00.

Adequate food supply with regard to well-balanced nutrition for a growing population needs the maximum exploitation of cultivable lands. The themes covered in this book are: land and land-use in rural areas, soils and cultivation, level of production of food and its availability to each individual, physical and cultural implications of cultivation and cropping customs, problems and prospects of increasing irrigation, and double cropping. A micro-level study of two rural districts serves to illustrate the problems of malnutrition in rural India. The districts are Budaun and Shahjahanpur in upper Ganga plains. There is a seven-page bibliography.

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The periodicals received in the IIPA Library during the quarter have been covered.

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INDEX AND ABSTRACTS OF ARTICLES

ACCOUNTING

BERRY, LEONARD EUGENE and FRED A. JACOBS. Government accounting standards: the compliance issue. *Government Accountants Journal*, 30(4) Winter 81-82, p.30-6.

ADMINISTRATIVE CONTROL

PIFFNER, JAMES P. Management and central controls reconsidered. *Bureaucrat*, 10(4) Winter 81-82, p.13-16.

ADMINISTRATIVE DECENTRALISATION

GREEN, JAMES W. Decentralization of authority and devolution of power in Nepal: some notions derived from a brief visit. *Prashasan*, 13(2) Mar. 82, p.88-98.

This report was prepared in 1971. The author has suggested some measures to decentralise the administration of Central Government to its field offices and to devolve power over and responsibility for local development to the district and village panchayats.

ADMINISTRATIVE LAW

ADEDIRAN, OLU. Requirement of appropriate prerogative remedy in Nigeria administrative law: need for a change. *Quarterly Journal of Administration*, 14(3) Apr. 80, p.325-38.

ADMINISTRATIVE REORGANISATION

BHATNAGAR, P.S. and M.K. JAIN.

(Univ. of Rajasthan). Bureaucracy and administrative reforms: a case study of RAS officers. *Prashasnika*, 10(2) Apr.-June 81, p.51-68.

If urgent steps for reforms in Indian administration are not taken, the role of public administration as an instrument of social change, may be seriously jeopardized. The success of these reforms largely depends upon their acceptance by the civil service. In this article an attempt is made to assess and analyse the perceptions of the civil servants on administrative reforms in order to develop insight regarding the relationship that exists between civil service perceptions and the acceptance of reform measures. This exploratory study is confined to officers belonging to the Rajasthan Administrative Service. Majority of them feel that there is no need for any reforms in the present set-up. It is necessary to inculcate in the bureaucracy the spirit and flexibility of changing with external conditions or environment. Modern techniques of training should be extensively used.

CAIDEN, GERALD E. (Univ. of Southern California). Innovation in administration. *Hong Kong Journal of Public Administration*, 4(1) June 82, p.16-30.

Government organisations are more sheltered than other organisations from the failure to innovate. Semiautomatic devices that force other organisations into innovation, rarely apply to government organisations. So government organisa-

tions must devise some substitute for semi-automatic devices. From the administrative point of view, this implies continuous overhaul of the organisation and review of policies and actions. The tendency towards conservatism makes the task of innovation harder. Government organisations serve unmeasurable objectives and the administrative needs are subordinated to political exigencies. Some major issues in administrative reform are analysed.

KHAN, MOHAMMAD MOHABBAT. Ruling elite and major administrative reforms: the case of Pakistan civil service. *Indian Journal of Political Science*, 41(4) Dec. 80, p.729-60.

PANT, DINESH P. Reforming the institutional bureaucracy. *Prashasan*, 13(3) July 82, p.27-48.

The need for reform in Nepalese bureaucracy is analysed. Reform actors are categorised as: (1) political officials, (2) bureaucratic officials, and (3) research institutes. In this article an attempt is made to provide strategies for reforms in Nepalese bureaucracy. The strategy takes two forms: the basic approach to reform and the process of reform. The first is related with the kind of reform and the media of reform which the reformers have to select on the long-term basis. The second is related with the process or guidelines which the reformers have to follow in formulating and implementing any type of reform programme.

ROSENBAUM, ALLAN. Federal management: pathological problems and simple cures. *P.S.* 15(2) Spring 82, p.187-93.

TANGE, ARTHUR. The focus of reform in Commonwealth government administration. *Australian Journal of Public Administration*, 41(1) Mar. 82, p.1-14.

VENKATESWARAN, R.J. A problem of co-operation. *Amrita Bazar Patrika*, 28 Sept. 82, p.6.

ADULT EDUCATION

ADISESHIAH, MALCOLM S. Adult education: second phase. *Indian Express*, 23 Aug. 82, p.6

JALALUDDIN, A.K. Reviewing adult education. *Indian Express*, 14 July 82, p.6.

AGRICULTURAL CREDIT

HARRISS, BARBARA. Money and commodities: their interaction in a rural Indian setting. *Development Digest*, 20(1) Jan. 82, p.16-23.

JAIN, L.C. Challenge before NABARD. *Indian Express*, 21 July 82, p.6; 22 July 82, p.6.

KRISHNA MURTHY, G. and N. ROHANI. How to make PACS (Primary Agricultural Cooperative Credit Societies) work better. *Kurukshetra*, 30(10) 1 July 82, p.14-17, 26.

LADMAN, JERRY R. and RONALD L. TINNERMEIER. The political economy of agricultural credit: the case of Bolivia. *Development Digest*, 20(1) Jan. 82, p.24-32.

MURALIDHARA RAO, K. and R. RAMANNA. Small farmers' attitude towards credit borrowing. *Kurukshetra*, 30(19) 1 July 82, p.7-8, 13.

SAMBASIVA RAO, B. and D.V.S.N. ACHARYULU. Whether institutional finance: a study. *Kurukshetra*, 30(23) 1 Sept. 82, p.4-6.

SCHAEFER—KEHNERT, WALTER. Success with group lending in Malawi. *Development Digest*, 20(1) Jan. 82, p.10-15.

SINHA, RAM VICHAR. Credit planning in India: a critique. *Asian Economic Review*, 23(1-3) Apr., Aug. and Dec. 81, p.13-26.

TYAGI, A.K. and U.K. PANDEY. A note on the application of profit function in agricultural finance. *Indian Journal of Agricultural Economics*, 37(2) Apr.-June 82, p.191-8.

VENKATA RATNAM, C.S. and B. YERRAM RAJU. District credit plans. *Economic Times*, 23 July 82, p.5; 24 July 82, p.5.

YOUNGJOHNS, B J. Cooperatives and credit: a re-examination. *Development Digest*, 20(1) Jan 82, p.3-9.

AGRICULTURAL DEVELOPMENT

GUICHAOUA, ANDRE and JEAN MAJERES. Agrarian structure, technology and employment: agricultural development in Chile, 1955-65. *International Labour Review*, 120(5) Sept.-Oct. 81, p.597-664.

KOTTER, HERBERT. Objectives and strategies of agricultural development in the third world. *Economics*, 25, p.7-17.

OBERAI, A.S. and H.K. MANMOHAN SINGH. Migration, production and technology in agriculture: a case study in the Indian Punjab. *International Labour Review*, 121(3) May-June 82, p.327-43.

RODGERS, G.B. A cluster analysis of Bihar districts according to indicators of agricultural development and demographic characteristics. *Journal of Social and Economic Studies*, 9(1) Mar. 81, p.73-84.

SWAMINATHAN, M.S. Technology development, employment generation and agricultural prosperity. *Indian Economic Almanac*, 2(2) June 82, p.5-13.

THAHA, MUMTAZ and D. SHAN-THUDU. Cluster plan for production and employment, Sindhur cluster, Raichur district: an evaluation study. *Journal of Rural Development*, 1(4) July 82, p.565-610.

AGRICULTURE

CHATTOPADHYAY, MANABENDU. Farm efficiency in Bengal. *Business Standard*, 8 July 82, p.5; 9 July 82, p.5.

DANTWALA, M.L. Growth and equity in agriculture. *Janata*, 37(27) Independence Day Number, 15, 22, and 29 Jan. 82, p.7-10.

DAVE, P.K. Risk and uncertainty in agriculture: a survey. *Vishleshan*, 7(2) June 81, p.83-104.

DUSAD, KAUSHAL K. Management accounting for agriculture. *Integrated Management*, 17(1) Jan. 82, p.34-6.

JHA, S.M. Risks and uncertainties in Indian farm economy. *Khadi Gramodyog*, 28(8) May 82, p.381-5.

JOSHI, M.S. Problems of plenty: paradox of American agriculture. *Statesman*, 23 July 82, p.6.

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NADKARNI, M.V. Indian agriculture. *Economic Times*, 11 Aug. 82, p.5; 13 Aug. 82, p.5; 14 Aug. 82, p.5.

SHRESTHA, NEERU. Agriculture and economic development in Nepal. *Prashasan*, 13(2) Mar. 82, p.13-28.

TRIPATHI, BADRI BISHAL. A close look at our agricultural progress. *Kurukshetra*, 30(23) 1 Sept. 82, p.17-19, 21.

AMERICAN ENTERPRISE INSTITUTE

STONE, PETER H. Developing new perspectives. *American Review*, 26(3) Spring 82, p.9-16.

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION

VOCINO, THOMAS, ENID
BEAUMONT and ROBERT H.
ELLIOTT. ASPA membership percep-
tions of the Public Administration Re-
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42(2) Mar.-Apr. 82, p.163-8.

ANNEXATION OF TERRITORY, MUNICIPAL

ROBERTSON, ISOBEL M.L. The
delimitation of local government electoral
areas in Scotland: a semi-automated
approach. Journal of the Operational
Research Society, 33(6) June 82, p.517-25.

WICKER, WARREN JAKE. Municipal
annexation in North Carolina. Popular
Government, 47(3) Winter 82, p.31-5.

ANNUITIES

RAVINDRAN, D. The Payment of
Gratuity Act 1972: implications of the
Supreme Court decisions. Indian Labour
Journal, 23(7) July 82, p.943-54.

ANTYODAYA PROGRAMME

BHATNAGAR, P.S. and DEEPAK
BHATNAGAR. Development policy for
rural poor: a study of administration of
antyodaya programme in Rajasthan.
Development Policy and Administration
Review, 6(1-2) Jan. and Dec. 80, p.19-38.

Antyodaya programme was started in
Rajasthan on 2nd Oct. 1977 to take care
of the vulnerable sections of the rural so-
ciety which remained untouched by the
previous strategies of rural and commu-
nity development. In Antyodaya, the
poorest among the poor in the country-
side are approached directly by the
Government with several schemes desig-
ned for their upliftment. The process to
identify the poorest families and the pro-
grammes designed to help them are
described in this paper. A great merit of
this programme is the involvement of

people in the formulation and execution
of the programme. For the first time, the
benefits are reaching directly to the target
groups.

ARBITRATION, INDUSTRIAL

PURI, M.L. Nature and scope of the
jurisdiction of the tribunals under section
33 of the Industrial Disputes Act, 1947.
Journal of the Indian Law Institute, 23(4)
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ARMED FORCES

BERY, A.L. Unrewarded devotion: what
ails the armed forces. Statesman, 5 Sept.
82, p.6.

SAHAY, S. Armed forces and the consti-
tution. Statesman, 9 Sept. 82, p.6.

SAHAY, S. Armed forces for themselves.
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THAPAN, M.L. Profession of arms.
Statesman, 14 Sept. 82, p.6; 15 Sept. 82,
p.8.

ASIATIC SOCIETY

DATTA, ELLA. Asiatic Society: down
and out. Business Standard, 11 July 82,
p.5.

ATOMIC POWER

BERRY, A.L. Nuclear energy: is our
programme expensive? Economic Times,
12 July 82, p.5.

JAIRAM RAMESH. India's stalled
nuclear plans: why heavy water is not
available. Times of India, 21 July 82,
p.6.

AUDITING

CHELAPATHI RAO, G.V. "Is audit an
impediment to materials management?".
Lok Udyog, 16(4) July 82, p.3-9.

JADALLAH, SALIH M. A generalized system for performance auditing in the public sector. *Government Accountants Journal*, 31(1) Spring 82, p.1-9.

KAPUR, VIJAY. Audit committees: making financial reporting more meaningful. *Indian Management*, 21(5) May 82, p.7-10.

KRISHNA MOORTHY, V. Concept of social audit. *Integrated Management*, 17(1) Jan. 82, p.45-7.

NAIR, VIKRAMAN. Auditorship in private sector: concentration in the hands of a few firms. *Economic Times*, 1 July 82, p.5.

RICHARDSON, J.J. Programme evaluation in Britain and Sweden. *Parliamentary Affairs*, 32(2) Spring 82, p.160-80.

BACKWARD CLASSES

BETEILLE, ANDRE. The Indian road to equality: rehabilitation of caste system. *Times of India*, 28 Aug. 82, p.6.

HEBSUR, R.K. The Havanur commission on backward classes: an analysis. *Indian Journal of Political Science*, 42(4) Oct.-Dec. 81, p.14-29.

RAJSHEKAR, V.T. Mandal report and ruling class. *Mainstream*, 20(44) 3 July 82, p.29-30.

BAIL

BHIMACHENULU, VARAHABHATTLA. Genesis of the concept of anticipatory bail. *Cochin University Law Review*, 6(1) Mar. 82, p.65-90.

BANK ROBBERIES

RELE, SUBHASH J. Problem of bank robberies. *Amrita Bazar Patrika*, 27 Aug. 82, p.6.

BANKS

BANKING 1982: a survey. *Commerce*, 145(3712) 31 July 82, p.250.

Contents: Concern with three Ps: performance, productivity and profitability, by S.G. Shah; Poor deposit growth in banks, by M.V. Subba Rao; Why the declining trend in savings through banks? by V. Prasanna Bhat; Liberalised investment schemes for non-residents, by Y.V. Sivaramakrishnayya; Financing agriculture: problems and prospects, by K.G. Murthy; Agro-forestry: missed chances, by V.J. Patel; Information system for bank finance to industry, by Mohinder N. Kaura; Impact of bank finance on the decentralised sector, by M.N. Upadhyay and V.S. Kaveri; Cooperative banks to the fore, by John D'Silva; Banking: a statistical profile, by Commerce Research Bureau.

CHARATI, MEHANAND C. Bank clearing liability: developing forecasting model. *Economic Times*, 14 Aug. 82, p.5.

CHOWDHARY, SUBBARAYALU. Self-employment and role of banks. *Yojana*, 26(13) 16 July 82, p.13-14.

CRANE, DWIGHT B. and SAMUEL L. HAYES, III. The new competition in world banking. *Harvard Business Review*, 60(4) July-Aug. 82, p.88-94.

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JOSHI, NAVIN CHANDRA. Revitalising bank branch policy. *Yojana*, 26(13) 16 July 82, p.20-2.

MATHEW, T.J. Bank deposits: threat of other savings media. *Economic Times*, 28 July 82, p.5.

PAWAR, B.B. Banking: opportunities for cooperation. *Commerce*, 143(3681) Annual 81, p.45-59.

RANGACHARI, K. No credit to banking: mounting arrears of recoveries. *Statesman*, 26 July 82, p.6.

SATYA SUNDARAM, I. Bank loans to weaker sections: some issues. *Yojana*, 26(13) 16 July 82, p.6-7.

BHARAT HEAVY ELECTRICALS

JHA, PREM SHANKAR, BHEL's empty order books: facing an uncertain future. *Times of India*, 13 Sept. 82, p.6.

BIHAR—POLITICS

RAI, HARIDWAR and JAWAHAR LAL PANDEY. State politics in Bihar: a crisis of political institutionalisation. *Indian Journal of Political Science*, 42(4) Oct.-Dec. 81, p.45-64.

BIO-GAS

PRASAD, H.K. and A.N. SHARMA. Bio-gas plants and their prospects. *Agricultural Situation in India*, 37(2) May 82, p.93-5.

BIRTH CONTROL

EKBOTE, ABHAY. Governmental efforts in family planning programme: marketing orientation envisaged. *Productivity*, 23(1) Apr.-June 82, p.17-23.

GOODSTADT, LEO F. China's one-child family: policy and public response. *Population and Development Review*, 8(1) Mar. 82, p.37-58.

PAI PANANDIKER, V.A. Politics of population. *Indian Express*, 27 Sept. 82, p.6.

SRINIVASAN, K. and SUMATI KULKARNI. Family planning. *Economic Times*, 14 July 82, p.5; 15 July 82, p.5; 16 July 82, p.5.

BLACK MARKET

BALL, IAN. America's black economy. *Hindustan Times*, 27 Sept. 82, p.9.

BRAIN DRAIN

KABRA, KAMAL NAYAN. Brain drain distortions. *Patriot*, 16 July 82, p.2.

KWOK, V. and H. LELAND. An economic model of the brain drain. *American Economic Review*, 72(1) Mar. 82, p.91-100.

RAHMAN, PK, MD. MOTIUR and MEER MUSHTAQ ALI. Emigration of medical personnel and its impact in Bangladesh. *Asian Economic Review*, 23(1-3) Apr., Aug. and Dec. 81, p.27-47.

BUDGET—PROCEDURE

ABRAMS, JAY H. The limitation of budget analysis. *Government Accountants Journal*, 31(1) Spring 82, p.31-7.

JOON-CHIEN, DOH. Modernizing the budget system: the Malaysian experience. *Public Administration and Development*, 1(4) Oct.-Dec. 81, p.291-305.

JOSHI, P.L. Zero-base budgeting: have you applied? *Lok Udyog*, 16(3) June 82, p.27-34.

RAY, J.K. Zero-base budgeting: concepts and applications. *Indian Management*, 21(8) Aug. 82, p.16-19.

BUDGET, CAPITAL

VENKATARAMAN, V.K. and RICHARD G. STEVENS, Capital budgeting in the federal government. *Government Accountants Journal*, 30(4) Winter 81-82, p.45-50.

BUREAUCRACY

FORTE, FRANCESCO and ALBERTO DI PIERRO. A pure model of public bureaucracy. *Public Finance*, 35(1) 80, p.91-100.

NIMIR, SAUD AL and MONTE PALMER. Bureaucracy and development

in Saudi Arabia: a behavioural analysis. *Public Administration and Development*, 2(2) Apr.-June 82, p.93-104.

ROMZEK, BARBARA S. and J. STEPHEN HENDRICKS. Organization involvement and representative bureaucracy: can we have it both ways? *American Political Science Review*, 76(1) Mar. 82, p.75-82.

SABROSKY, ALAN NED, JAMES CLAY, THOMPSON and KAREN A. MCPHERSON. Organised anarchies: military bureaucracy in 1980s. *Applied Behavioral Science*, 18(2) 82, p.137-53.

SHAHABUDDIN, SYED. Toning up the bureaucracy. *Mainstream*, Annual 82, p.91-6.

UMAPATHY, M. (Univ. of Mysore). Designing bureaucracy for development. *Indian Journal of Public Administration*, 28(2) Apr.-June 82, p.276-97.

M. Umapathy writes on 'bureaucracy', 'development' and on 'Indian bureaucracy and development'. In the process, he summarises the better known literature on the subject and speaks about the several models of development bureaucracy.

In the Indian context the writer refers to the empirical study on the subject by several scholars and comes to the conclusion that the response of bureaucracy to development has not been as adequate as there is need to be. According to him this lack of response permeates from the high level to the lower level, the cutting edge. The bureaucracy here seems to be enmeshed in rules, regulations and procedures and hardly shows the vision that is required of it to take the country forward. Partly the responsibility is that of the structure and partly it is also the result of the bureaucracy's behaviour.

What according to the writer is needed in the context is a redesigning of the

administrative system in order to make it an appropriate instrument for the rapid development that we need. Umapathy gives an elaborate design for this purpose, giving in detail the aims of reorganisation, the means of altering the structure, the methods of changing the processes and procedures and specifying the ecological requirements for this design to work.—*Reproduced from editorial.*

VENKATASUBRAMANIAN, A.K. (Dept. of Mines, New Delhi). Appropriate administrative ideology for democracy and development. *Indian Journal of Public Administration*, 28(2) Apr.-June 82, p.322-33.

A.K. Venkatasubramanian writes about the expectations from the bureaucracy of a demanding society. He quotes the Fulton Commission and other authorities to establish that the bureaucratic structure and the bureaucratic behaviour should radically change in order to rise to meet the intense and immediate requirements of government in the new societies. The tasks, admittedly, are staggering and the progress has been tardy in the context of tasks and expectations. How far is the bureaucracy responsible for this? Venkatasubramanian examines this problem, especially in the developing nations. The question that he poses is: Are the old ideals of bureaucracy of the Weberian pattern, for instance, irrelevant to development? If these are so, what are the new criteria useful to bureaucracy in order to ensure its own proper functioning? As the writer admits, after a detailed analysis, there cannot be a totally exclusive bifurcation between the so-called old ideals and the new.—*Reproduced from editorial.*

CABINET SYSTEM

SINHA, B.M. Maintaining a minister. *Hindustan Times*, 1 Aug. 82, p.1.

VENKATESWARAN, R.J. Growth of portfolio system. *Amrita Bazar Patrika*, 17 Aug. 82, p.6.

CAPITAL PUNISHMENT

MEYER, JURGEN. West Germany: country without capital punishment. *Cochin University Law Review*, 6(1) Mar. 82, p.1-20.

CEMENT INDUSTRY

MUKHERJEE, AMITAVA. Inefficiency in cement industry: government policy to blame. *Business Standard*, 10 Aug. 82, p.5.

CENSUS

BOSE, ASHISH. Inferences of 1981 census. *Times of India*, 9 Sept. 82, p.8.

DATT, RUDDAR. Work participation rates and 1981 census. *Indian Economic Almanac*, 2(2) June 82, p.51-4.

DHOLAKIA, RAVINDRA H. and PRAMOD M. SHAH. Analysis of population and literacy data from 1981 census. *Vishleshan*, 7(2) June 81, p.150-5.

MAURICE, ARTHUR J. and RICHARD P. NATHAN. The census undercount: effects on federal aid to cities. *Urban Affairs Quarterly*, 17(3) Mar. 82, p.251-84.

NATARAJAN, K.S. 1981 census economic data. *Economic and Political Weekly*, 17(34) 21 Aug. 82, p.1385-8.

PATHAK, K.B. and P.K. MURTHY. Population growth and redistribution in India: an appraisal of 1981 census results. *Indian Journal of Social Work*, 43(2) July 82, p.147-58.

CHILD LABOUR

ACHARYA, POROMESH. Child labour Seminar, (275) July 82, p.18-21.

GHATAK, MAITREYA. Child labour in India. *Human Futures*, 4(4) Winter 81, p.151-60.

CHILD WELFARE

HOLLNSTEINER, MARY RACELIS. Government strategies for urban areas and community participation. *Assignment Children*, 57-58, 82, p.43-64.

SEHGAL, BRINDERPAL SINGH. Welfare of child: a constitutional commitment. *Cochin University Law Review* 6(1) Mar. 82, p.128-33.

CITIES AND TOWNS

DATTA-RAY, SUNANDA K. N. man's land in Bihar: steel city's anomalous status. *Statesman*, 4 Aug. 82, p.6.

JHA, PREM SHANKAR. Bombay's future growth: the need to cross the water. *Times of India*, 12 July 82, p.8.

JHA, PREM SHANKAR. Death throes of a city: Bombay's unenviable predicament. *Times of India*, 5 July 82, p.6.

CITY PLANNING

BISWAS, KALYAN. A livable Calcutta. *Statesman*, 13 Sept. 82, p.6; 14 Sept. 82, p.6.

D'SOUZA, J.B. Tinkering with urban planning. *Indian Express*, 12 July 82, p.6.

HARDOY, J. Urban development and planning in Latin America: problems and prospects; comments by John Friedman and Bertha K. Becker. *Regional Development Dialogue*, 3(1) Spring 82, p.1-27.

HARRIS, N. Planning cities in the 80's. *Urban India*, 2(2) June 82, p.21-6.

KIPNIS, BARUCH A. Planning the complementary development of a small new town. *ITCC Review*, 11(1) Jan. 82, p.5-18.

MCAUSLAN, P. The legal environment of planned urban growth. *Public Admini*

nistration and Development, 1(4) Oct.-Dec. 81, p.307-17.

CITY PLANNING AGENCIES

BISWAS, KALYAN. Urban development authorities. *Urban India*, 2(2) June 82, p.11-16.

NANDI, RAJ. Magic word: understanding. *Urban India*, 2(2) June 82, p.7-10,32.

CIVIL LAW

THARYAN, P. Why uniform civil code. *Hindustan Times*, 12 Aug. 82, p.9.

CIVIL LIBERTIES

KIMERLING, ELISE. Civil rights and social policy in Soviet Russia, 1981-1936. *Russian Review*, 41(1) Jan. 82, p.24-46.

SAHAY, S. New frontiers of fundamental rights. *Statesman*, 23 Sept. 82, p.6.

VAN BOVEN, THEO C. The right to development and human rights. *Review*, (28) June 82, p.49-56.

CIVIL-MILITARY RELATIONS

ADEKANYE, J. BAYO. The concept and problematic of "non-western civil-military process": some methodological queries. *Indian Political Science Review*, 16(2) July 82, p.145-54.

KASURAK, PETER C. Civilization and the military ethos: civil-military relations in Canada. *Canadian Public Administration*, 25(1) Spring 82, p.108-29.

CIVIL SERVICE

DAS, B.C. (Utkal Univ.) and K. DAS (B.J.B. College, Bhubaneswar). Social background of Orissan bureaucracy: a case study of Orissa Secretariat Service. *Indian Journal of Political Science*, 42(4) Oct.-Dec. 81, p.30-44.

Orissa Secretariat Service has been in existence for nearly three decades. The aspects examined in the analysis of social background are: educational attainments, parental income and profession, reasons for choosing the career, rural-urban dimension, caste, etc. The analysis shows that rural representation in the service is more than urban one. With no remarkable educational or intellectual attainments the service remains a bastion of the people of the coastal districts and of caste Hindus. This paper is the result of an empirical study on the basis of a questionnaire and interview and is a part of the dissertation submitted to the Utkal University in 1981.

GUHA, SAROJ KANTA. IAS: frill or safeguard. *Amrita Bazar Patrika*, 10 Sept. 82, p.6; 11 Sept. 82, p.6.

The genesis of IAS is briefly explained and two incidents about A.K. Chatterji and P.S. Appu are reviewed against the principles of good administration. Constitutional provisions are pointed out to analyse the issue of compelling IAS officers to act in a biased manner to the party in power at State level. Remedies available to the politicians to keep the bureaucrats in line are discussed. The author hopes that the best talent in the IAS cannot be all made into complaint tools for misdeeds.

"THE IMAGE of the public administrator": (Paper presented at Annual Conference 1980). *Australian Journal of Public Administration*, 40(3) Sept. 81, p.171-263.

Contents: The image of the public administrator: an international perspective, by William Plowden; public perception of the public administrator, by Ann Daniel and Sol Encel; The image of the public administrator in Australia, by Tony Ayres; The ANOP survey: a comment, by Greg Fowler; Manufacturing the image, by Keith Shann; The image of the public administrator: an industry perception, by Geoff Allen; The perspective of the press, by Peter Cole-Adams; An

MP's perspective, by David Jull; Understanding public administration: a comment by R.S. Parker: Reflections on an academic obituary: "Alas, poor Yorik"; by R.N. Spann; Administering local government equalization: the grants commissions and revenue raising capacity, by Norman J. Thomson; Economics degrees and the Australian public service: a note, by A. Petridis; Bureaucrats and businessmen: the changing composition of boards and commissions from Curtin to Menzies, by Marian Simms.

KIRK-GREENE, A.H.M. In search of an anatomy of African administrators. *Public Administration and Development*, 1(4) Oct.-Dec. 81, p.271-9.

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OYOVBAIRE, S. EGITE. (Ahmadu Bello Univ., Zaria). Politicization of the higher civil service in the Nigerian presidential system of government. *Quarterly Journal of Administration*, 14(3) Apr. 80, p.267-83.

Nigeria's return to civil rule in October 1979 poses the problem of adjustment for the higher echelon of the country's civil service. Under military rule the service had, for the best part, combined political and bureaucratic roles. It articulated policy options openly and also executed such options as approved by the military executive councils. The return to a civil regime implied the shedding of the role of open policy articulation. The particular type of civil regime, namely, presidential system, to which the country was returned also imposed an additional context for political adjustment by the civil service.

These are the issues examined in this article. It analyses the political implications which the mechanisms of the new constitutional framework pose for the

higher civil service. The analysis points to two conclusions. Firstly, the presidential system will politicize the higher civil service much more than the previous constitutional and political frameworks. And secondly, the new system will create a much better career-centred environment and a potentially result-oriented civil service than we have had in the past. —*Reproduced.*

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Induced social change can play an important role in the third world. Some of the prevailing situations in developing countries do expect administrators to function as one of the change agents. An attempt is made in this article to trace out some compelling situations for administrators to assume this burden in the light of existing socio-economic and political environment. In this context, administrators' role as one of the change agents, their functional requirements or essential attributes and the expected time perspectives are discussed, and efforts are taken to trace out in brief some of the typical Nepalese situations.

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During the last twenty years we have witnessed a spectacular increase in the size of Canadian government bureaucracy and in the breadth of its activities. This increased participation in the provision of services by the public sector raises the question of whether government in general, and the public servants who deliver government services in particular, are perceived by the public as effective service agents. Using survey data compiled in 1978, this study sets out to determine how Canadians see the differences

between the private and public sectors in terms of their abilities to be fair and prompt in their dealings with the public. The study also attempts to measure whether there are differences in perceptions of the public sector between those who have had contact with the public service and those who have not and, finally, to assess whether attitudes toward specific characteristics of public servants based on personal experience are generalized to include attitudes about the public service as a whole.

The results of this study suggest that the public has little faith in either the public or the private sector's ability to provide services that favourable contact with the public servants has little impact on overall attitudes and that experiences in using government services are only marginally related to general attitudes about government.—*Reproduced.*

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In Australia also a three-tier devolution of responsibility and a consequent three-tier structure of expenditure functions are prevalent. The Australian experience in meeting the financial commitments on natural disasters is given in their article by J.R.G. Butler and D.P. Doessel in which they have traced the evolution of the present system and pointed out its inadequacies.—*Reproduced from editorial.*

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The government expenditure on education has increased during 1950-51 and 1978-79 from rupees 65 crores to 2683 crores. Various factors have contributed to this growth. Cost per student is a major pre-requisite for the analysis of efficiency in education. An educational institution is of an optimum size when the unit cost is minimum. The author has discussed some other components which should be taken into account in the analysis of efficiency. The components are: well defined objectives, clearly identified inputs, well thought-out process, outputs, and benefits.

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EMPLOYMENT, RURAL

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NAIDU, K. MUNIDORASWAMY, K. SESHIAIAH and V. SATYANARAYANA MURTI. Job guarantee scheme: an anatomical study. *Khadi Gramodyog*, 28(8) May 82, p.398-402.

The magnitude of rural unemployment is increasing. The job guarantee scheme aims at ensuring jobs to people who are prepared to undertake the work in accordance with their abilities and skills. Various issues involved in implementing this scheme are pointed out. Further impetus can be given to this scheme by developing non-farm activities in rural areas.

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EXCISE TAXES

JAIN, S.N. (Indian Law Institute, New Delhi). The customs and excise appellate tribunal. *Indian Journal of Public Administration*, 28(2) Apr.-June 82, p.264-75.

The customs and excise administration in this country has certain clear cut tasks before it. One is to maximise the government revenue from this source and another is to plug the loopholes in the customs and excise laws and administration. Leakage and inadequacies in this regard tend to undermine the very foundations on which a welfare society can be built. It is also an area where the nexus of the corrupt and the influential only leads to the erosion of confidence in the intentions as well as the capacity of administrative machinery. The third and equally important object is to simplify the several provisions in the regulations governing the customs and excise administration. It is this particular object that

S.N. Jain brings to focus in his article on the subject and suggests the setting up of an appellate tribunal as against the existing procedures. According to him the Administrative Reforms Commission and several other committees which went into the question have already suggested some such improvement in dealing with customs and excise litigations. Jain argues that the creation of an appellate tribunal is, in a sense, to substitute an autonomous body for the presently available departmental adjudications.

Jain further argues that to justify its functions, the customs and excise appellate tribunal should have considerable autonomy and it should, in any case, be independent of the department involved in a dispute.

The Custom Tribunal, Jain continues, should hold its sitting in benches in the different parts of the country, the underlying idea being to make the tribunal accessible to the affected parties at places close to them.—*Reproduced from editorial.*

EXECUTIVES

DAS, G.S. Defining managerial behaviour: some indicators. *Indian Journal of Industrial Relations*, 17(4) Apr. 82, p.539-48.

GUPTA, C.B. (Shri Ram College of Commerce, New Delhi). Equity in executive compensation. *Indian Journal of Public Administration*, 28(2) Apr.-June 82, p.315-21.

Salary structure whether for executives or other staff in any organisation should be based on equity and fairness. This is a criterion acceptable universally but the problem arises only when thinking of the means and forms of ensuring fairness and equity. C.B. Gupta feels that comparability is one way which can be adopted, both internal and external comparability.

Salary differentials are necessary to provide adequate motive to the incumbents to accept heavy responsibilities and if the gaps at the higher levels are not large enough, according to the author, incumbents may consider promotion as a bad financial bargain.

As Gupta says, no statistical technique is in itself sufficient to meet such a complex problem as salary scales. There is no single model either to emulate. All that one can agree to is that pay scales need not be entirely a matter of subjective assessment. Judgement and discretion, Gupta underlines, can be refined with data base and techniques like job evaluation, inter firm comparison, management appraisal, the ultimate guide being the capacity of the organisation to pay for the required services. According to Gupta, on several grounds of fairness and equity, the management compensation structure in India cannot be said to be always equitable. There exist serious imbalances within an organisation and between public and private sectors, organised and unorganised industries, large and small scale industries and so on.—*Reproduced from editorial.*

JAIN, R.C. Public sector managerial cadre: stress on motivation, morale. *Business Standard*, 30 Sept. 82, p.5.

Motivation and morale is an essential pre-requisite for public sector enterprises who have a general tendency to slide down in working like a government department. So far no definite guidelines have been evolved for motivational and morale building measures. The reasons behind sinking morale are briefly analysed. The salary structures in public enterprises should have some reasonable relationship with the ones in the private sector, with due consideration for perks. Formation of all-India Management Service can provide the much-needed job security. Frequent change of Chief Executives should be avoided. Induction of persons on deputation needs immediate

attention. The Chief Executive should have the freedom to see his Minister and Secretary with prior appointment to seek their advice on major issues. Multiple audit system has done a great damage to public sector morale. Public enterprises should present the correct picture before the public to overcome undue criticism.

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ROY. Share, size and subsistence: revisiting some old controversies of tenancy. *Economic and Political Weekly*, 17(30) 24 July 82, p.1196-1200.

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intergovernmental system: what it should be, by S.Å. Bamidele; State-local government relations: a review of the guidelines for local government reform, by A. Oye-wole; The state perspective, by B. Kolawole; Federal-state local relations, by E.O. Oyeyipo.

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by David V. Dukes; Cash management: the future direction, by Daniel H. McGrath, Jr; An effective cash management program for state government, by Marshall D. Sokol.

GADO, OTTO. Act of public finances in Hungary. *Public Finance*, 35(1) 80, p.101-13.

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BHATTARAI, P.L. Fire prevention and protection measures in industrial premises. *Civic Affairs*, 29(9) Apr. 82, p.49-53.

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MEHTA, JAGAT. The annual floods: a challenge to international diplomacy. *Statesman*, 25 Sept. 82, p.6.

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MATZKE, OTTO. Critical comments on how the FAO is managed in Rome. *Aussen Politik*, 33(2) 82, p.189-202.

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FOREIGN COMMERCE

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KHANNA, SR. RAM. India's export image and the exporting firm's strategic promotional mix. *Indian Economic Almanac*, 2(2) June 82, p.41-50.

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FOREIGN EXCHANGE

DHESI, AUTAR S. and GULSHAN KUMAR ARORA. Floating exchange rate regime and LDCs. *Asian Economic Review*, 23(1-3) Apr., Aug. and Dec. 81, p.102-8.

IQBAL, BADAR ALAM. Remittances from abroad and India's balance of payments. *Yojana*, 26(13) 16 July 82, p.15-16.

TAYLOR, DEAN. Official intervention in the foreign exchange market or, bet against the Central Bank. *Journal of Political Economy*, 90(2) Apr. 82, p.356-68.

ZUBERI, KHALIQUE. Impact of home remittances on Pakistani economy. *Commerce*, 148(3681) Annual 81, p.143-7.

FOREIGN INVESTMENTS

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FORESTS

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FREEDOM OF INFORMATION

JENKINS, D.J. Freedom of information: some comparisons of the Australian and New Zealand approaches to legislation. *Public Sector*, 4(4) p.16-19.

GOVERNMENT AGENCIES

PAINTER, MARTIN. Central agencies and the coordination principle. *Australian Journal of Public Administration*, 40(4) Dec. 81, p.265-80.

GOVERNMENT AND BUSINESS

NIELSEN, R.P. Government-owned businesses: market presence, advantages, rationales. *American Journal of Economics and Sociology*, 41(1) Jan. 82, p.17-27.

GOVERNMENT ENTERPRISE

BAGCHI, AMIYA KUMAR. Public sector industry and quest for self-reliance in India. *Economic and Political Weekly*, 17(14-16) Apr. 82, Annual number, p.615-28.

BIZAQUET, ARMAND. Policy aspects of public sector in France. *State Enterprise*, 1(3) July-Sept. 82, p.231-51.

CAPITAL Public sector special. *Capital*, 189(4719) 16 Aug. 82, p.11-31.

Contents: Public sector prospects: bleak or brights?; The public sector; for and against, by Anindita Ray; Public sector: why is it in a sorry state? by Nandita Sen Gupta; Public sector in defence, by Diptendu Dey; A bloated bureau, by Balraj Mehta.

CHEEMA, G. SHABBIR. The organization and management of public enterprises for regional development in Asia. *Public Enterprise*, 2(4) 82, p.21-36.

FAUSTO, DOMENICANTONIO. (Univ. of Naples). The finance of Italian public enterprises. *Annals of Public and Cooperative Economy*, 53(1) Jan.-Mar. 82, p.3-23.

This article intends to analyse the main financial aspects of the management of Italian public enterprises taking into account that the solution of the financial problem is a necessary condition—though not sufficient in itself—if one wants to define their function and role in the perspective of a new development of the Italian economy.

The author examines the economic and financial situation and prospects of three state holdings: IRI (the largest state holding, operating in the manufacturing and services sectors); ENI (specialized in petrochemicals and hydrocarbons); EFIM (holding for the development of small and medium engineering companies mainly in the South).

It seems that public enterprises have always ended up by obtaining financial support from the State, not only to cover 'oneri impropri', but also to cover up specific inefficiencies in business management. In fact, direct and indirect transfers of funds through public spending has taken place in the 70's benefiting both public and private enterprises. The crisis of the Italian public enterprises is a specific case of a much more general crisis of the large business enterprise which is encountering difficulties in all industrialized economies.

For the Italian public enterprises the heart of the matter lies in a dangerous situation of under-capitalization. But the assigning of new funds is not in itself sufficient to solve all their problems if the policy remains that of contingent state interventions and salvage operations with the result of preventing the establishment of a serious planning.—*Reproduced.*

GHAJ, YASH. (Univ. of Warwick).

Alternative systems of executive control. Public Enterprise, 2 (4) 82, p.69-75.

The author's remarks and analysis are largely based on the experience of public enterprise in Africa and to a limited extent the United Kingdom. A large number of controls emerged administratively and their exercise is seldom related to the theory of public enterprise. Often there are swings back and forth between a high degree of control and a high degree of autonomy. Controls have grown on an *ad hoc* basis and are not always used for which they were originally established. The choice of controls depends on the balance between the public and the private sectors. It is desirable to establish controls which operate as broad guidelines with specified targets and objectives, leaving the enterprise with the autonomy to achieve these objectives. The fact that the enterprises have to deal with a number of different government ministries and agencies causes confusion.

HARON, MOHD. SUFFIAN. Malaysia's experience. Public Enterprise, 2(4) 82, p.59-68.

JAIN, R.C. (Ministry of Shipping and Transport). Public sector: autonomy and accountability. Lok Udyog, 16(3) June 82, p.3-9.

The author holds the view that the practice of the two concepts of autonomy and controls is actually like the movement of two planets in their two respective orbits. So long as the two planets keep to their own orbits, the order and harmony of the universe is maintained. If the two planets defect from their orbits, they bring about not only their mutual disaster but also disaster for the entire universe. Our two concepts of autonomy and accountability should, therefore, also abide by the same orbital discipline. These orbits have to be defined and the norms of discipline formulated.—*Reproduced.*

KAPOOR, M.C. and S.K. JAIN. (Univ. of Delhi). Marketing strategy in public enterprises. Indian Economic Almanac, 2(2) June 82, p.31-40.

Dr. M.C. Kapoor and Mr. S.K. Jain analyse in this article the marketing policies and practices of the public enterprises. They believe: It is the crucial social objective inherent in the creation and operation of public enterprises which distinguishes the government agencies from the private business enterprises where marketing decisions are dominated by the profit motive. Contrary to the general belief, not only the marketing concept had gained recognition in public sector but it had also been practised in as sophisticated a manner as in the large sized private enterprises in India. The authors suggest: The pricing policies of the public enterprises should be made fair to the producers and consumers alike, as against the erstwhile policy of giving greater consideration to the interest of consumers alone. This shift also seems desirable from the point of view of generating surplus resources for investment in the economy in a non-inflationary manner and without recourse to savage taxation. Besides this, prices of public enterprises must reflect their true cost and in the long-run prices should cover not only the long-run variable costs but full average costs.—*Reproduced.*

KLOPOTOWSKI, A.J. Strategy formulation and the public enterprise/corporation accountability. Management Development, 11(1) Jan.-Mar. 82, p.1-7.

MIR, ALI EL. Government control over public enterprises: current and relevant forms. Public Enterprise, 2(4) 82, p.45-58.

MISHRA, R.K. (Institute of Public Enterprise, Hyderabad) and S. RAVISHANKAR. (Osmania Univ.). Public enterprises in India: the problem of organisation development. Lok Udyog, 16(4) July 82, p.23-7.

In recent years, organisation development, especially in the public sector enterprises, has become a subject of intense debate among top management personnel, policy makers and training specialists. The issue of organisation development occupies a central place in designing and implementing developmental policies for public enterprises, since the success of PE organisations relies on Organisation Development efforts as action flows from them. OD is a vital function not merely for the survival and healthy future development of PEs, but it is essential for ensuring better organisational performance and improving the levels of productivity and quality standards. Thus, in view of the growing importance of organisation development, the authors make an attempt in this paper to: (i) explain the concept of Organisation Development; (ii) highlight the problems in Organisation Development; and (iii) outline a strategy and policy framework for effective Organisation Development.

In addition, the public enterprise environment and organisation development has also been discussed. The main emphasis of this paper is on providing an understanding of the problems in organisation development and the need for greater commitment on the part of top management to tackle such problems to pave the way for effective organisation development through effective organisational climate and development of managerial talent through training in all functional areas.—*Reproduced.*

MOTTA, PAULO ROBERTO. (Brazilian School of Public Administration). Government control of Public enterprises. *Public Enterprise*, 2(4) 82, p.77-87.

Arguments for autonomy and control of public enterprises are discussed. This paper provides an overview of the major questions concerning the rationale and the forms of government control over public enterprises. Various problems

involved in the establishment of institutional mechanisms for political, social and economic control of enterprises are pointed out. These mechanisms generally encompass three instances: (1) parliamentary control, (2) ministerial supervision, and (3) auditing. The application of these mechanisms depends on the political system of each country. Efficiency of control depends on the capacity to reconcile efficiency and flexibility within the scope of social and economic objectives.

NOWOTNY, EWALD. Nationalised industries as an instrument of stabilization policy: the case of Austria. *Annals of Public and Cooperative Economy*, 53(1) Jan.-Mar. 82, p.41-57.

Based on figures on employment, output and productivity the study compares the cyclical behaviour of Austrian nationalized industry, Austrian private industry and industry in the Federal Republic of Germany during the period 1973-1980. In conclusion, the present study seems to allow the following inferences: A stabilizing contribution to employment policy of nationalized industry in Austria can be proved empirically. Using nationalized industries as a tool of employment policy has led to macroeconomically positive effects and is also compatible with the microeconomic functions of public enterprises if the necessary financing is provided. The utilization of nationalized enterprises for purposes of stabilization policy can—in Austria as in any other country—only be seen in the context of the entire economic policy of public authorities, and it can only be a comparatively small part of this policy. However, attention should be drawn to the fact that these possibilities for stabilization policy are of particular importance in periods of economic depression, when they might provide a substantial increase in the public sector's instruments for stabilization and especially employment policy.—*Reproduced.*

POLA, KUMARAN. Public sector: subsidy at what cost? Commerce, 145 (3710) 17 July 82, p.69-73.

Indian public sector has to face various odds and analysis of these odds is very relevant for any worthwhile appraisal of the public sector performance. The general objectives of the public sector indicate that the criterion of profit is secondary to the achievement of the other objectives. The implied subsidies of achieving the non-commercial objectives should be taken into account in calculating the rates of return. Administered prices in the infrastructural industries do involve heavy implied subsidisation. Adoption of a suitable variation of MBO which emphasises accomplishment compatible with objectives is strongly called for. An effective system of follow-up to implement the recommendations of the parliamentary committees does not exist.

RANGACHARI, T. Public enterprises. Economic Times, 23 Sept. 82, p.5; 24 Sept. 82, p.5.

The awareness of the need to know about the functioning of the public sector undertakings is slowly growing. The main problem is as how to make public sector executives work better by limiting the roles of the parliamentary committees and state audit. The provisions relating to the audit of public enterprises are analysed. It is wrong to assume that audit criticism affects the morale of executives. It is suggested that the Comptroller and Auditor-General's organisation should have adequate number of qualified persons at the basic level.

RAO, G.R.S. (Administrative Staff College of India, Hyderabad). Balancing the corporate boards in the state sector. Lok Udyog, 16(3) June 82, p.11-17.

Corporate leadership as it emerges from the structure and composition of boards of directors significantly influences the

functional efficiency not only of the Boards, but also of the total organization. A well designed functional organization supported by a set of planning, information, monitoring and control systems primarily contributes to the organizational efficiency. But, appropriate balancing of the boards will have a decisive effect on the level of efficiency of the total corporate organizations. Certainly, any imbalance either in the structure, composition or functioning of the Boards will have a detrimental effect on the total organization. In this paper the author has discussed the relevance and importance of balancing the Corporate Boards and has also suggested a few measures to correct the imbalances.—*Reproduced*.

SARMA, ATUL. (Sardar Patel Institute of Economics and Social Research, Ahmedabad). Public enterprise: policy goals in India. State Enterprise, 1(3) July-Sept. 82, p.252-77.

In a broad review of policy objectives formulated by the Indian planners in the Five Years Plans, the author weighs the contribution made by public enterprises to the national economy since the 1950s. An examination of the objective functions of public enterprise, writes the author, calls for a discussion on the conceptualization of efficiency criteria. These range over a wide socio-economic spectrum, including maximization of surplus, determination of targets and managerial motivation. It is in this context of varied and varying criteria, says the author, that both policy guidelines and the performance of the public sector can be assessed in India.—*Reproduced*.

SHAND, D.A. The financial structure and objectives of Commonwealth trading undertakings: a review. Australian Journal of Public Administration, 41(1) Mar. 82, p.46-59.

SHARMA, ATUL and KEWAL RAM. (Sardar Patel Institute of Economic and Social Research, Ahmedabad). Pricing

problems of public enterprises. Lok Udyog, 16(4) July 82, p.35-40.

In this paper the authors have briefly reviewed the pricing policies adopted by the industrial and Commercial undertakings of the Central Government. This is meant to identify the complexities involved in the determination of pricing policies in public enterprises. The authors have suggested that for evolving an appropriate pricing policy particularly for the public enterprises which are operating in monopoly or semi-monopoly market conditions it is necessary to take explicit note of: (1) market structure of the products, (2) the nature of production mix, and (3) the customer composition. They have also identified several other aspects which need to be kept in view while formulating the pricing policy. Finally, the paper makes a case for evolving an appropriate pricing policy in conformity with the objectives of public enterprise as an instrument of policy. It also indicates some of the essential requirements for formulation of such a policy.—*Reproduced*.

SINGH, KUMAR RAMCHANDRA PRASAD. Public enterprise boards. Economic Times, 1 Sept. 82, p.5; 2 Sept. 82, p.5; 3 Sept. 82, p.5.

In India we have examples of all the three types of boards: policy boards, functional boards and a mixture of the two. The limitations of different types of boards are analysed. The usefulness of any particular type of boards depends upon the type of enterprise. The issues examined are: size of management boards, age and tenure of the members, career appointments, part-time directors, qualifications and rules for the composition of the boards, etc. Persons with conflicting financial and business interests should not be favoured with appointment on such boards. Men on the board may perform better if they are freed from political and bureaucratic interference and are left alone,

SIVARAMAN, B. Development of backward areas: role of public sector industries in India. Public Enterprise, 2(4) 82, p.37-43.

SLOMAN, MARTYN. Nationalised industries: political theory and industrial practice. Journal of the Operational Research Society, 33(6) June 82, p.527-32.

ULRIKH, O.D. Public sector: criteria for efficiency. State Enterprise, 1(3) July-Sept. 82, p.289-99.

Evaluation of the public sector, specially in the developing countries, is a subject which has eluded a consensus, as no generally accepted criteria have been evolved for it. This has resulted in the public sector being criticized outright or supported uncritically, depending on the ideological inclination of the critics. With her focus on the ESCAP countries, the author makes an important contribution to this subject. Her analysis shows not only the variety of factors, economic and social, that have to be taken into account, but perhaps, more importantly, that the criteria are linked with the social and political objectives of the Government which sponsors and subsequently evaluates the public sector. Ultimately, as she points out, the concept of efficiency of the public enterprises raises the question: "Efficiency for Whom?".—*Reproduced*.

UPADHAYAY, NAROTTAM PRASAD. (Tribhuvan Univ.). Performance appraisal in public enterprises in Nepal. Prashasan, 13(2) Mar. 82, p.49-69.

This article deals with appraisal forms in use, actual practices in organisations and problems associated with performance appraisal. The information was collected from sixteen manufacturing public enterprises in Nepal. The analysis indicates that the performance is not appraised regularly and wherever it is practised is not reliable. 'Soft criteria' of ratings by supervisors are adopted. The present appraisal practice is simply a ritual. Some

measures for improvement are suggested. Forms designed for appraisal are presented in an appendix.

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VARMA, B. (Internal Security Academy, Mount Abu). Insurgency counter insurgency and retrogression of insurgency. *Indian Journal of Public Administration*, 28(2) Apr.-June 82, p.223-50.

The problem of the maintenance of law and order has many facets. Insurgency, ideological or otherwise, is one of them. B. Varma has taken a global perspective to develop his thesis. Varma, no doubt, observes that insurgency is more frequent in less established societies or societies seeking a national identity though he ultimately comes to the conclusion that no society is in fact free from this problem in a big or small way. Insurgency even as a theoretical concept has a long history also and has been written upon by several people, not excluding some well-known participants themselves,

About the causes of insurgency, Varma finds no uniformity. They range from petty and parochial interests to all embracing deep rooted causes. Whether small or serious, the focus of all insurgency movements is spreading disaffection against the established order. The means adopted by the insurgents to spread disaffection also vary, armed rebellion being the ultimate weapon.

Insurgency immediately calls for counter insurgency also if the established order has to survive. Persuasiveness is the most rational of the counter approaches to contain or suppress insurgency. It is not an easy task and it is here that the question of credibility of the social order assumes importance. Other measures are also suggestive to bring back the insurgents to rational mood. But as in insurgency, the counter insurgency's ultimate weapon is resort to arms and suppression of insurgence by violence.—*Reproduced from editorial.*

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In both Great Britain and United

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LAW

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LAW ENFORCEMENT

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LEGISLATURES

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LIFE INSURANCE CORPORATION OF INDIA

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SPELLMAN, W.E. and M.R. JORGENSEN. Social and revenue effects of state alcoholic beverage control. *American Journal of Economics and Sociology*, 41(1) Jan. 82, p.77-83.

LOCAL GOVERNMENT

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The aim of this study is to formulate a theory of local government specifying the main variables with their operational definitions, which can enable us to acquire an adequate understanding of the problems of governing the local communities of any country. It is argued that the propositions spelled out under the relevant variables—Locality Principle, Nature of Autonomy and Viability Question—must be taken into account in the structuring and the actual running of the local government systems before we can hope to meet the needs of the masses under conditions of reasonable stability. —*Reproduced.*

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✓SHARP, ELAINE B. Citizen-initiated contacting of government officials and

socioeconomic status: determining the relationship and accounting for it. *American Political Science Review*, 76(1) Mar. 82, p.109-15.

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LOCAL TAXATION

NIMBUR, B.N. (All India Institute of Local-Self Government, Bombay). A local value added tax?. *Quarterly Journal of the Local Self-Government Institute*, 52(4) Apr.-June 82, p.258-62.

Octroi as a source of revenue has been subject to severe criticisms. It has been attacked as an antiquated and regressive tax. However, no viable alternative has been suggested. In the following paper, Dr. B.N. Nimbur analyses the possibility of substituting the octroi by a local value added tax. He concludes that this tax too would prove to be regressive in the present circumstances.—*Reproduced*.

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KASBEKAR, KIRON and A.K. SUNDARAM. The Indian Institute of management. *Business India*, (113) 5 July 82, p.48-64.

MANAGEMENT BY OBJECTIVES

ANWAR, S.A. Role of enrichment and MBO inputs to organisational effectiveness. *Indian Management*, 21(6) June 82, p.19-20.

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MUKHARJI, GIRIJAPATI. Management of metropolitan cities. *Urban India*, 2(2) June 82, p.3-6.

The congregation of human beings in ever increasing urban clusters is inevitable. The metropolitan man is a harassed and miserable person due to the inequitable distribution of urban facilities and opportunities. Various issues like organisation and structure, resources, land, utilities, etc. involved in metropolitan management are analysed. Popular participation can play a major role in the welfare of citizens.

MILK

GUPTA, ANIL K. and B.D. SINGH. Social relevance of a dairy project: a case. *Development Policy and Administration Review*, 6(1-2) Jan.-Dec. 80, p.83-90.

MINIMUM WAGE

BROWN, CHARLES, CURTIS GILROY, and ANDREW KOHEN. The effect of the minimum wage on employment. *Journal of Economic Literature*, 20(2) June 82, p.487-528.

LINNEMAN, PETER. The economic impacts of minimum wage laws: a new look at an old question. *Journal of Political Economy*, 90(3) June 82, p.443-69.

SRIVASTAVA, SURESH C. Machinery for fixation of minimum wage of sweated labour in India: problems and prospects. *Journal of the Indian Law Institute*, 23(4) Oct.-Dec. 81, p.495-521.

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MITRA, KALYAN KUMAR. MRTTP amendment act: many anomalies and inequities. *Business Standard*, 28 Sept. 82, p.5.

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The reality, by Rajinder Sachar; Thoughts on amendment bill, 1982, by T.V. Narayanaswamy; An economic enactment, by D.R. Hegde; MRTP Act reforms, by F.L. Berarwala; MRTP Act: hearing under chapter III, by S.S. Kumar.

VERMA, D.P.S. MRTP act and the public sector. Lok Udyog, 16(6) Sept. 82, p.27-9.

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MOTOR TRANSPORTATION

BAGADE, M.V. State transport struggle for survival. Journal of Transport Management, 5(11) June 82, p.9-17.

BHAKTAVATSALA RAO, C. Road transportation. Economic Times, 24 Aug. 82, p.5; 25 Aug. 82, p.5.

BUCKTON, ROY. Public transport: the forgotten social service? Journal of Transport Management, 5(12) July 82, p.9-13.

CHATURVEDI, M.C. Fleet utilisation in state road transport undertakings. Management Accountant, 17(7) July 82, p.366-7, 372.

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MUNICIPAL BUDGET

SCHROEDER, LARRY. Local government multi-year budgetary forecasting: some administrative and political issues.

Public Administration Review, 42(2) Mar.-Apr. 82, p.121-7.

MUNICIPAL FINANCE

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BOND, KENNETH W. New developments in municipal finance in the United States of America. Local Finance, 11(2) Apr. 82, p.23-7.

BORDNER, HOWARD W. Improving financial reporting by local governments. Government Accountants Journal, 31(3) Spring 82, p.10-15.

DAVIES, HOWARD. Fiscal migration and the London boroughs. Urban Studies, 19(2) May 82, p.143-54.

GLISSON, PATRICK C. and STEPHEN H. HOLLEY. Developing local government user charges: technical and policy considerations. Governmental Finance, 11(1) Mar. 82, p.3-7.

IHO, TOIVO. The municipal credit system in Finland. Local Finance, 11(2) Apr. 82, p.13-16.

KRAEMER, K.L. and J.L. KING. Local government financial management systems: independents and integrated design. Government Accountants Journal, 30(4) Winter 81-82, p.58-64.

MUNICIPAL GOVERNMENT

HEILIG, PEGGY and ROBERT J. MUNDT. Districts and city council decision-making. Urban Affairs Quarterly, 17(3) Mar. 82, p.371-7.

KEMP, ROGER L. Managing government in hard times. Local Finance, 11(3) June 82, p.20-3.

KRANNICH, RONALD L. Governing urban Thailand: coping with policies and

administrative politics. Urban Affairs Quarterly, 17(3) Mar. 82, p.319-42.

Utilizing policy perspectives developed in the study of American urban government, this article analyses urban politics and policy-making in Thailand from the perspectives of mayors and chief administrators. It argues that urban politics and administration in Thailand are unstable and unpredictable because of the unstable and unpredictable nature of the urban policy process. The major implication of this analysis is that until the structure of the policy process changes, Thai urban governments will probably continue to muddle through in performing basic urban functions. Attempts to reform municipal government should take into consideration the structure of the policy process and its relationship to administrative politics.—*Reproduced*.

MISHRA, S.N. (IIPA, NEW DELHI) and HARIDWAR SINGH. (Gaya College). Political process and decision-making in municipal government. Quarterly Journal of the Local Self Government Institute, 52(4) Apr.-June 82, p.241-8.

Decision-making is a key element in the processes of a political institution. Dr. S.N. Mishra and Dr. Haridwar Singh have subjected the Gaya Municipality, Bihar, to a critical scrutiny to analyse the various aspects of decision-making in this local body. They conclude that there is little participation of the local people in the making of decisions in the local body. A few individuals—leaders—seem to have a decisive voice in the Council. Considerable amount of benefits accrue to the more affluent sections of the locality, often with the connivance of the local bureaucracy. Unless greater awareness of their legitimate rights is induced among the local residents, the fruits of power would be gathered by the few rich. Conscientious leaders, committed to public services, can do a great deal in educating the poorer masses and lead them to

exercise their legitimate power.—*Reproduced*.

SUD, K.N. Devalued civic bodies. Patriot, 1 Sept. 82, p.2.

MUNICIPAL SERVICES

ARRINGTON, THOMAS S. and DAVID D. JORDAN. Willingness to pay per capita costs as a measure of support for urban services. Public Administration Review, 42(2) Mar.-Apr. 82, p.168-70.

BRUDNEY, JAFFREY L. and ROBERT E. ENGLAND. (Univ. of Oklahoma). Analyzing citizen evaluation of municipal services: a dimensional approach. Urban Affairs Quarterly, 17(3) Mar. 82, p.359-69.

Research focusing on citizen evaluations of municipal services has overlooked possible interrelationships underlying assessments of different services. Based on service evaluations in a medium-sized suburban city, this article develops dimensions of services, explores the determinants of these dimensions, and examines the relevance of the findings for urban policy-making.—*Reproduced*.

BRUDNEY, JEFFREY L. and ROBERT E. ENGLAND. (Univ. of Oklahoma). Urban policy making and subjective service evaluations: are they compatible? Public Administration Review, 42(2) Mar.-Apr. 82, p.127-35.

Recently, the adequacy of citizen-based measures developed from surveys of public opinion as indicators of service performance has come under question. This article presents and evaluates the criticism lodged against these measures and examines their potential uses in the making of urban public policy. The article elaborates the role played by these subjective indicators as well as by more objective measures in the evaluation of service performance within the broader

context set by the goals of service delivery. It also discusses the relevance of the two types of indicators for a promising, new approach to the provision of municipal services - coproduction.—*Reproduced.*

CHRISTENSON, JAMES A. and GREGORY S. TAYLOR. Determinants, expenditures, and performance of common public services. *Rural Sociology*, 47(1) Spring 82, p.147-63.

KEMP, R.I. Managing government in hard times. *Quarterly Journal of the Local Self-Government Institute*, 52(4) Apr.-June 82, p.249-53.

Fiscal constraints operate, today, on both the developed and developing nations. In the USA, too, governments at all levels, but particularly at the local level, are facing severe 'cut-backs' on their resources and hence are confronted with the seemingly impossible situation of providing services with reduced resources. A number of local authorities have cut down on their services. Some of them have found ingenious ways to maintain the same services with limited resources. Seaside, California, a small town in the USA, has successfully met the challenge of keeping the services going despite cut-backs. Its 18-point programme—reproduced below—draws a heartening picture of local initiative and imagination to resolve the seemingly impossible problem.—*Reproduced.*

KORY, ROSS. C. and PHILIP ROSENBERG. Costing municipal services. *Governmental Finance*, 11(1) Mar. 82, p.21-7.

NATIONALISM

ALAM, MUHAMMAD BADIUL. Contemporary ideas and theories of nationalism. *Indian Journal of Political Science*, 41(3) Sept. 80, p.367-78.

GUHA, AMALENDU. The Indian national question: a conceptual frame.

Economic and Political Weekly, 17(31) 31 July 82, p. PE-2-12.

LIMAYE, MADHU. How grave is the threat to the nation? *Mainstream*, Annual 82, p.15-22.

OUR national character. Seminar, (276) Aug. 1982, p.11-44.

Contents: The problem; The spirit and the frame, by Jai B.P. Sinha; Individually and collectively, by Kapila Vatsyayan; The contradictions, by Raj Thapar; Culture and personality, by K.K. Singh; Profile of an Indian, by K.F. Rustamji; A reactionary view, by O.V. Vijayan; Digressions, by Santi P. Chowdhury; Further reading, by A.K. Joshi.

ROY BURMAN, B.K. National integration and strategies of development. *Mainstream*, 20(47) 24 July 82, p.20-2.

VENKATACHAR, C.S. The crisis of change in the eighties. *Monthly Public Opinion Surveys*, 27(7) Apr. 82, p.8-11.

NOMADS

AHMED, AKBAR S. Nomadism as ideological expression: the case of Gomal Nomads. *Economic and Political Weekly*, 17(27) 3 July 82, p.1101-6.

NUTRITION

GOPALAN, C. Nutrition: Need for an integrated approach. *Kurukshetra*, 30(17) 1 June 82, p.48.

MAJUMDAR, K.C. and K.L. DATTA. All India calorie deficiency. *Business Standard*, 31 Aug. 82, p.5; 1 Sept. 82, p.5; 2 Sept. 82, p.5; 3 Sept. 82, p.5.

RAY, AMAL and VANITA VENKATASUBHIAH. Administrative constraints on rural development: a field view of applied nutrition programme. *Economic and Political Weekly*, 17(26) 26 June 82, p.A-63-7.

In Karnataka block plans have been prepared for the Applied Nutrition Programme. This article is based on a field study of five blocks of Bangalore district. The staff as required for the block has not been posted. Supervision at various levels is indifferent. This paper shows how low administrative priority as reflected in sluggish personnel posting and frequent transfers, ineffective mechanisms of coordination and review, and poor monitoring are responsible for the poor performance of the Programme.

OFFICIAL SECRETS

ROWAT, DONALD C. (Carleton Univ., Ottawa). Recent developments on access laws. *Indian Journal of Public Administration*, 28(2) Apr.-June 82, p. 251-63.

Donald C. Rowat examines the directions of progress in some of the democratic countries towards 'open society'. There are established access laws already in these countries but experience necessitates a constant reviewing of them and bringing them in consonance with public demand on the basis of informed discussion. No doubt the Nordic countries have set the pace and others like the US, Canada, France, etc., have also come up energetically in support of access to official documents and other forms of openness in government. The specific legislations in these several countries have no doubt been criticised on one count or the other but almost always to show how they fall short of the requirements of an ideal open society. But the principles supporting these legislations have themselves been upheld and are invariably pointed to for others to follow. Sensitive administrations have amended their laws accordingly to come closer to the ideal which in itself is a commendable step forward. Another encouraging trend is that the idea of open society through legislation is spreading rapidly to other developing and developed democracies. —*Reproduced from editorial.*

THOMAS, ROSAMUND. The secrecy

and freedom of information debates in Britain. Government and opposition, 17(3) Summer 82, p.293-311.

OLD AGE

BOSE, ASHISH. Aspects of aging in India. *Public Opinion*, 27(2-3) Nov.-Dec. 81, p.6-16.

KURUP, V. Make evening life happy. *Patriot*, 1 Aug. 82, p.1.

OLD AGE SECURITY

NELSON, GARY M. Support for the aged: public and private responsibility. *Social Work*, 27(2) Mar. 82, p.137-43.

OMBUDSMAN

FULMER, RICHARD H. The prison ombudsman. *Social Service Review*, 55(2) June 81, p.300-13.

HASAN, SYED MAJEEDUL. A.P. Lokayukta Act: white-washing the scandals. *Business Standard*. 22 Sept. 82, p.5.

HILL, LARRY B. (Univ. of Oklahoma). The citizen participation-representation roles of American ombudsmen. *Administration and Society*, 13(4) Feb. 82, p.405-33.

Providing increased opportunity for citizen access to the administrative system is the principal goal of those who urge the adoption of ombudsmen. Although several state and local jurisdictions in the United States have created ombudsmen, empirical studies of their roles in encouraging citizens to appeal administrative decisions and in representing those appeals are only beginning. This article compares questionnaire responses of the American ombudsmen with those of a group of "quasi-ombudsmen" on these subjects; but the focus is on the ombudsman's role. Reportedly, substantial numbers of citizens—including many of society's "underclass" bring many

problems—including information requests, demands for service, and grievances—that concern a wide range of policy areas and agencies to the ombudsmen. Furthermore. Ombudsmen believe they are effective in helping citizens and in performing the role of impartial investigation. Thus, the office increases political participation, defined both as instrumental action and as interaction.—*Reproduced.*

ORDINANCES

HANS RAJ. Three decades of ordinances (background and issues). *Journal of Constitutional and Parliamentary Studies*, 14(4) Oct.-Dec. 80, p.391-428.

ORGANISATION

ANWAR, S.A. Dynamics of organisation structure at work: a review of theory and some Indian evidence. *Productivity*, 23(1) Apr.-June 82, p.5-8.

ARMANDI, B.R. and E.W. MILLS, Jr. Organizational size, structure and efficiency. *American Journal of Economics and Sociology*, 41(1) Jan. 82, p.43-60.

DAVIS, STANLEY M. Transforming organizations: the key to strategy is context. *Organizational Dynamics*, 10(3) Winter 82, p.64-80.

DHILLON, K.S. Resolving conflicts in organisations. *Indian Police Journal*, 28(3) Jan.-Mar. 82, p.2-4.

DUNCAN, W. JACK. Quasiexperimental research in organizations: a critique and proposed typology. *Human Relations*, 34(11) Nov. 81, p.989-1000.

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ORGANISATIONAL CHANGE

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rules and regulations leading to contradictory decisions and resulting in serious confusion.

Igbinovia has suggested several measures, in the course of his article, to improve the police force in his country and has supplied specific answers to specific problems of modernisation, starting from the selection procedure to a proper definition of the police function in relation to fastly urbanising society but with its traditional prejudice to whatever the police does. He has also dealt with the police as a law enforcing authority and tried to define its role in terms of the judicial framework.—*Reproduced from editorial.*

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In the study of comparative public administration in the United States, there are currently four directions of development associated with bureaucratic and policy models, case and component approaches, the comparative study of organizations, and application. The characteristics of these developments are outlined in this article, recent publications surveyed and future trends discussed. The extent to which there is a peculiarly American or Western tradition in the comparative study of administration is considered and issue is taken with the argument presented by Dwivedi and Nef (1982) for greater autonomy.—*Reproduced*.

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In India every regime from the Mauryas to the British has depended heavily on land revenue for its existence and so the entire administration was geared mainly to the task of collecting

the land revenue. The officials performing revenue functions wield much more authority and powers than the development officials. Revenue culture implies the exercise of power associated with revenue administration. The factors responsible for the dominance of revenue bureaucracy in rural administration are analysed. Revenue administration has a vast net-work of bureaucracy from the state to the village level. Revenue culture is a generalist culture and the IAS officers feel that they are essentially revenue officers. It is explained as to how district administration is basically revenue-oriented. Even after independence the office of the collector has remained the mainstay of Indian administration. The general feeling in rural areas is that no programme can succeed unless the revenue officials are involved in it. The revenue man continues to be the hero of Indian administration. This stranglehold needs to be loosened to achieve a breakthrough in development.

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Indicators of village development are of two types: (1) village level (land use pattern or availability of amenities like water supply, electricity, etc.); (2) derivatives from personal characteristics (like percentage of landless agricultural labour, percentage of literacy, percentage of households without pucca houses, etc.). The specific objectives of the study are: (1) to ascertain the views of officials and villagers regarding village development, and (2) to list possible indicators of village development in different areas (like health, education, etc.), and to develop a scale for each area separately. The pilot study was conducted in the backward district Ramanathapuram of Tamil Nadu. In the appendix scales of village development indicators are listed.

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Administration of rural development implies a complex web of organisational, managerial, institutional and coordinational problems. The rural development programmes under the Five Year Plans of India have undergone various changes to overcome the new challenges. The will to implement land reforms is sadly lacking. The need for an integrated approach to rural development is being increasingly stressed today. Efficient planning and implementation of this approach call for proper structuring and strengthening of the institutional and administrative arrangements. An attempt is made in this paper to present a broad framework of these arrangements. The task of decentralised development in rural areas calls for continuous planning, implementation and review of the appropriate arrangements.

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Rural development should aim at bringing the rural poor into the mainstream of our social, cultural and political life. Action taken for eradication of rural poverty has not always matched with the declared objectives. The bureaucrats share the value system of the class from which they come and develop modes of thinking which are appropriate to that value system. They are trained to think in terms of procedures and not so much in terms of results. Such an approach is not suitable for developmental task. With the traditional bureaucratic behaviour, very little of interagency coordination can be achieved. Given the political will and the commitment, it is not a difficult task to influence the working of government bureaucracy. Precautions are necessary to ensure that policy goals are not diluted at any stage of policy formulation.

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Reproduced.

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India has tried a variety of approaches in rural development, with different emphasis. From these experiments emerged the concept of "Integrated Rural Development and Block Level Planning". It aims at integrated rural development at the block level to secure fuller utilisation of local resources to provide full employment opportunities in the area within a specific time frame. This concept is being pursued in the current Sixth Plan, 1978-83. Out of more than 5000 blocks in India, about 3000 are already covered by one or more special area based programmes. Performance in two blocks in Kerala and Tamil Nadu is examined. It shows that while block level planning on

a systematic basis has not yet taken off, considerable experience has been acquired in implementing beneficiary-oriented programmes. A proto-type block level plan framed by the National Institute of Rural Development, Hyderabad, is briefly explained. Two case studies from Malaysia and Nepal indicate that the two vital elements in local level planning are the organisational structure and citizen participation. The author has drawn some lessons for the future.

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This discussion will focus on frequently observed difficulties in selecting and utilizing planning teams, discovering and properly assessing agency data, and using creative and open-minded perspectives in defining tasks and arenas for flexible program planning. Along with this outline of problem areas, the author will also suggest some simple methods to avoid common roadblocks, and to more effectively utilize staff input, agency information and logical decision making processes to engineer sound programs as a result of good planning.—*Reproduced*.

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The question of according autonomy to institutions of local self-government has not received any importance in the body of the Constitution. The State Governments frame statutory provisions which narrow down the scope of municipal powers and functions and subject the urban bodies virtually to complete supervision of the State authorities. The resources statutorily provided are quite insufficient to meet elementary local needs and run the obligatory functions or duties. This article projects a general but alarming pattern of controlling Indian municipal bodies, taking Gauhati, as a case study. The analysis indicates that the State Government has provided more loans when the Board was run by Congress and when it happened to be superseded. The same attitude was displayed in case of grants-in-aid. The urban political leaders have to depend upon State-level political leaders for securing grants, loans and other favours. The analysis of leadership linkage in the Gauhati Board and Assam Government demonstrates that there had been rare occasions for the former to establish a durable rapport with the later. The author has also discussed the issue of supersession.

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BOOK NOTES

ALAM, S. MANZOOR, ed. *Settlement system of India*, ed. by S. Manzoor Alam and K.N. Gopi. New Delhi, Oxford & IBH, 1982. 226p. Rs. 52.00.

This collection of eighteen essays on Indian Settlement Systems brings to focus the various facets, spatial and structural, of the country's settlement systems. These are organised under four sections: (1) Metropolitan systems of India, (2) Economic planning and role of markets in settlement systems, (3) Regional settlement systems, and (4) Techniques for analysis of settlement systems. The contributors have been selected from diverse social science disciplines and regions of India to integrate the various areas of understanding and develop an appreciation of the regional patterns of settlement systems.

APELDOORN, G. JAN VAN. *Perspectives on drought and famine in Nigeria*. London, George Allen and Unwin, 1981, 184p. £10.00.

The focus of this book is on the analysis of the drought and famine experience in Nigeria during the early 1970s and on the lessons to be learnt from it. It summarises the disaster events, puts them in the appropriate context and analyses their origin, causes and significance. Against this background and that of a deteriorating food situation in the 1980s, it shows how the outcome of current Nigerian rural development policy will be increased vulnerability of the poor to disasters. It proposes an alternative policy orientation, which would lead to increased self-reliance at all relevant levels as well as to preparedness to mitigate disaster threats.

BENJAMIN, MCDONALD P. *Investment projects in agriculture: principles and case studies*. Harlow, Essex, Longman, 1981. 297p. \$29.95.

This book has the primary objective of assisting students and practitioners of agricultural development in developing countries to enhance their own capacity for designing, preparing and implementing agricultural projects. In recent years there has developed an increasing awareness of the importance of agricultural investment projects to rural development in Third World Countries. This book provides a total, inter-disciplinary approach to agricultural project development, emphasising the importance of overcoming the single discipline emphasis of agriculture or agricultural economics that has hitherto predominated in approaches to the subject. It is divided into four parts. In Part I, the author illustrates the practical preparation of agricultural investment projects, using case studies from Africa, Asia, and Latin America. Part II develops a set of more theoretical principles that could be applied to project formulation, while Part III covers the main considerations in project design and analysis. In last Part, the author considers three

detailed case studies (Nigeria, Indonesia, Jamaica), discussing the factors involved in project formulation and the advantages to be derived from different kinds of agricultural development projects.

BIRLA INSTITUTE OF SCIENTIFIC RESEARCH. Development and welfare indicators: a critical appraisal. New Delhi, Allied, 1982. 112p. Rs. 40.00.

Economic development has been identified with a sustained and substantial increment in the per capita GNP in all the countries irrespective of the wide variations in their socio-economic structures. However, in recent years this basic notion underlying the whole gamut of thought on development economics has come under increasing pressure of criticism. It is now being widely recognised that the broad concept of development relates to economic, social, cultural, and political changes that enhance the welfare of the individual as well as of the society by permitting both to lead a better life than before. This study deals with this multi-dimensional nature of development. An attempt is made to analyse the issue whether growth and development are synonymous. The per capita GNP indices are compared with the quality of life indices. The outcome of this comparison belies the hope that the picture of development of our country is perhaps more reassuring than the rate of growth of the per capita GNP would show. This study was undertaken by Mrs. Atreyi Majumdar of Institute.

BLACK, NAOMI, ed. Women and world change: equity issues in development, ed. by Naomi Black and Ann Baker Cottrell. Beverly Hills, Sage, 1981. 288p. \$20.00.

National development cannot be understood without acknowledging the roles played by women in social change. This book has its origin in a workshop on women and development, organised for the 1980 annual meeting of the Comparative Inter-disciplinary Studies Society, an affiliate of the International Studies Association. It includes materials concerning the First, Second and Third Worlds, as well as historical and contemporary case studies. The focus is on the following themes: a feminist critique of development theories, ways the world economic system affects women, how governmental social policies affect women while largely disregarding their actual situation, and women's collective efforts to influence policy.

BUNCE, MICHAEL. Rural settlement in an urban world. London, Croom Helm, 1982. 235p. £12.95.

Though the world is dominated by the urban-industrial complex, the history of human society has been a predominantly rural one. Our very urbanism is built on a rural base. This book emphasises the continued significance and distinctiveness of rural settlements, while at the same time recognising the great changes of recent decades. Because these changes have occurred within a settlement framework which exhibits great historical continuity, the early chapters review the field of rural study and trace the evolution of man-land relationship in the establishment of the traditional elements of rural settlement. Later chapters discuss the changes wrought by urbanisation, the industrialisation and commercialisation of agriculture, the growth of recreation and the expanding role of public policy. While the main emphasis is on Europe and North America, the diversity of expression of general trends in rural settlement is recognised by drawing upon examples from Africa, India, Latin America and Southeast Asia.

COWARD, E. WALTER, Jr., ed. *Irrigation and agricultural development in Asia: perspectives from the social sciences*. Ithaca, Cornell Univ. Press, 1980. 369p. \$27.50.

The technical and engineering features of irrigation systems are generally well understood, but the lack of data on the formation of organisations to operate and maintain these systems has proved to be a major obstacle in the way of realising their benefits. Over the past two decades, social scientists have closely studied a number of Asian irrigation systems. This book is made up of significant reports by these researchers, which appeared in widely scattered sources. It is divided into three parts. Part I is composed of three chapters that provide introductory comments regarding the nature of irrigation organisation and its relationships to irrigation management. In Part II a group of chapters reports on the organisational patterns and arrangements that have been observed in several community-based irrigation systems in Asia, and two chapters illustrate potential relationships between community irrigation experience and broader irrigation development policy. In Part III attention turns to studies of bureaucratically operated systems. Systems of this type, of course, have been the usual focus of irrigation development. As is demonstrated in the chapters in this sections, major problems often arise with respect to coordination of actions by the agency and actions by the water users.

DEB, KALIPADA. *Foreign resources and development in India*. New Delhi, Heritage, 1982. 276p. Rs. 90.00.

In any development effort, use of foreign resources is inevitable and the developing countries of today have used it quite lavishly. But their experiences so far have been disappointing. Not only that no development in the real sense has taken place, their dependence on the big powers has increased. The disillusionment with use of foreign resources has been widespread in recent years. This study makes an indepth analysis of the situation in the largest of the developing countries: India. The study tries to put into clear focus, how far the use of foreign resources is responsible for the misdirection, inefficiencies and corruption in our development efforts. It looks into the resource base of the country, and the development aimed at, the balance of socio-economic and political forces and distortion of plan priorities and the strengthening of foreign powers' grip on the economy for an unending exploitation. The study explores the systematic approach involved in foreign private investment, technical collaborations and foreign aid for deepending the country's dependence. The contributions of the bureaucrats, policy makers and the domestic business houses in this process are also analysed. There is a six-page bibliography.

DEY, S K. *Destination man: towards a new world*. New Delhi, Vikas, 1982. 154p. Rs. 75.00.

An increasingly tenuous world order and the threat of an atomic holocaust all point towards destruction of mankind. This book is an impassioned plea for a return to sanity, for a world free from the polarisation of East and West, capitalism and communism, North and South, and the terrible consequences of a falling out between the super powers. Taking his own life as microcosmic, the author yokes together his experiences of India and America as he describes his rites of passage from the depths of poverty in East Bengal to academic distinction in the U.S. and high public offices in free India. Through all this he journeyed

across the continents of the World where everywhere he found the debris of exploitation, of man's inhumanity to man, and of the complete breakdown of existing political systems.

DUNN, WILLIAM N. Public policy analysis: an introduction. Englewood Cliffs, N.J., Prentice-Hall, 1981. 388p. \$ 21.95.

This book provides technical and conceptual skills for analysing public policy problems. Its orientation is pragmatic, applied, and interdisciplinary. Policy analysis is an should be distinguished from the subject matter and methods of individual disciplines and professions. The conception of policy analysis that shapes this book is: Policy analysis is an applied social science discipline which uses multiple methods of inquiry and argument to produce and transform policy-relevant information that may be utilised in political settings to resolve policy problems. Today's policy problems are so highly interdependent that any effort to understand and resolve them demands that we step outside the boundaries of disciplines and professions whose structure and content no longer mirror the contours of society. The main purpose of this book is to provide a methodology for policy analysis. It is less concerned with procedures that claim to provide "right answers" than with those which seek to pose "right questions". Whereas Part I is about methods, Part II is concerned with describing individual methods themselves.

EARAYIL, ALPHONSE L. Public relations at the cutting edge level, by A.L. Earayil and James Vadackumchery. Trivandrum, Police Training College, 1982. 191p. Rs. 85.00.

One of the major tasks of police training is to inculcate in the trainees the right kind of attitude towards public never forgetting that the civil servant is a servant and not a master of the community. There are several instructional methods by which such an attitude can be developed in the trainees. To overcome the limitations posed by the lecture method, several modern methods like case method, role playing, management games and exercises, group discussion, workshops, symposia, in-basket method, syndicate, etc., are in vogue in some of the developed countries. This book presents an anthology of twelve case study materials evolved from real and frequent police situations.

EPSTEIN, T. SCARLETT. Urban food marketing the third world rural development: the structure of producer-seller markets. London, Croom Helm, 1982. 260p. £ 13.95.

This book explores the nature of food marketing in Third World Countries. Economic development invariably involves a transition from the traditional subsistence and/or barter economics to increasing participation in cash transactions. In many less developed countries this transition has been facilitated by enterprising middlemen, who provide the link between dispersed small satellite producers and urban buyers. In spite of these developments, producers-seller markets still operate in numerous countries, particularly the newly independent Pacific island states and large parts of Africa and Asia. This book examines the phenomenon of producer-seller markets basing the study on the situation in New Guinea. The author then uses this data to construct theoretical propositions for

the marketing of various food items and examines the producer-seller market, arguing that the lack of inter-regional economic inter-dependence is likely to promote secessionist movements, particularly in states where two or more ethnic groups exist.

FRANDA, MARCUS. Bangladesh: the first decade. New Delhi, South Asian Publishers, 1982. 351p. Rs. 85.00.

The essays in this book were written over the past decade, as part of reporting for Universities Field Staff International, based in Hanover, New Hampshire. They are divided into four sections: (1) The liberation war and its aftermath; (2) Indo-Bangladesh relations; (3) Population and resources; and (4) Ziaur Rahman's Bangladesh. The author traces the rise to power and the unprecedented support generated for Sheikh Mujibur Rahman and the Awami League before liberation, the way in which Mujib's popularity plummeted after independence, and the circumstances surrounding the many coups and other dramatic events of the 1970s. He places much of the blame for failure in Bangladesh on the international development establishment but does not neglect domestic and other international factors. There are many positive features, as one looks at the Bangladesh landscape in the 1980, but the overwhelming picture is still one of unprecedented challenge rather than unlimited opportunity.

FRY, G.K. The administrative 'revolution' in Whitehall: a study of the politics of administrative change in British central government since the 1950s. London, Croom Helm, 1981. 217p. £ 11.95.

An administrative revolution has taken place in British central government since the 1950s. New departments have been created and others radically reorganised. Few parts of central government, from the Treasury downwards, have escaped. This book deals with major reforms, rationalisations and reorganisations that have taken place. It attempts to take a synoptic and analytical view of these administrative changes and to examine institutional developments in the context of changes in policy. It is a study of the politics of administrative change. The evidence assembled suggests that some of the changes were worth the efforts. Several were not. Others were never really made. The author holds that the basic aim of the reformers was to create new administrative machinery which would halt Britain's economic decline, find a new role for the State within Britain. He argues that although some reforms were useful in themselves, others were not, and that the basic aim of the reformers met with failure. There is a twenty-five-page bibliography.

GRAY, JACK, ed. China's new development strategy, ed. by Jack Gray and Gordon White. London, Academic Press, 1982. 341p. \$ 25.50.

The basic purpose of this book is to examine and evaluate the changes in Chinese development strategy—in politics, economic and social policy—which have occurred since the death of Mao and the arrest of the leftist Shanghai group in late 1976. Most of the chapters in this volume are based on papers presented at a conference on "China's New Development Strategy" held at the Institute of Development Studies at Sussex University in November 1979. The papers address a few questions. First, What has changed? How much continuity is there between the

policies of the late 1970s and those of the preceding decade? To what extent is the new Chinese development strategy consistent with the ideological and institutional legacy of Mao's era? Has there been a decisive break? Each paper attempts to interpret changes in specific areas of policy.

HACKER, JAMES. *Yes minister: the diaries of a cabinet minister by the Rt. Hon. James Hacker, M.P., ed. by Jonathan Lynn and Antony Jay.* London, British Broadcasting Corporation, 1981. 167p. £ 2.50.

The editors believe that Hacker wrote his diaries, a unique contribution to our understanding of the way Britain was governed in the 1980s, in the hope that the people would understand more, not less. This first volume covers Hacker's initial experience in government, as Minister for Administrative Affairs. This Ministry was created to coordinate government administration. Theoretically it gave Hacker a roving brief, to investigate and control administrative inefficiency and overspending throughout the system, wherever it was to be found. However, Hacker, who was a master of blurring and obfuscation in his own political dealings was unable to deal with a group of civil servants whose techniques were essentially similar. This volume is a hilarious picture of collision and collusion in the corridors of power.

HARDING, HARRY. *Organizing China: the problems of bureaucracy 1949-1976.* Stanford, Stanford Univ. Press, 1981. 418p. \$29.50.

The aim of this book is to examine the problems Chinese leaders have encountered in building and maintaining effective administrative organisations, and the divergent approaches to organisational questions they have taken in the twenty-seven years between the establishment of the People's Republic in 1949 and the death of Mao Tse-Tung in 1976. In China organisational policy has occupied a prominent place on the political agenda ever since 1949. The Chinese leaders believe that effective organisations are a crucial prerequisite for success in any public endeavour, whether it is making a revolution or developing the economy. The author argues that Chinese organisational policy has been controversial because of the complexity of administrative problems, the effects of policy changes on the distribution of power and status, and the philosophical dilemma of whether the efficiency of modern bureaucracy outweighs its social and political costs. He also shows how extreme approaches, such as demands during the Cultural Revolution that bureaucracy be destroyed altogether or proposals during the 1950s that the bureaucracy be rationalised, have been repeatedly rejected in favour of a policy more in keeping with much of Chinese tradition: to recruit officials on the basis of their political views, subject them to ideological indoctrination, and rely on mass campaigns to implement Party policy. There is ten-page bibliography.

HARRISS, BARBARA. *Transitional trade and rural development: the nature and role of agricultural trade in a South Indian district.* New Delhi, Vikas, 1981. 263p. Rs. 125.00.

This book deals with the role of agricultural merchant in the development of rural areas. It tries to make sense of the confused interpretations of the merchant's role in India, on the one hand, as progressive and entrepreneurial, alternatively as passive and stagnating, or on the other hand, as actively impeding rural develop-

ment. It argues for regionally specific analysis and develops a new methodology. Taking a region in Northern Tamil Nadu the author constructs a political economy of agricultural commerce. First, the commercial sector is taken as an entity and the circulation of capital is examined from the origins of trading resources through the profits extracted by merchants to the destinations of accumulated profits. Then social relations inside trading firms are analysed. Secondly, the relationships between the men, money and commodities in the sphere of commerce with other spheres of the economy are described and analysed. The relation with agriculture is manifested in prices, money lending and direct investments. The relation with big business and banking institutions comprises credit and control over inventory and sales practices in the inputs trades. The relations with the State comprise taxation, subsidies, attempts to regulate, modernise, compete with or abolish altogether the sector of private commerce. The interactions of the multiplying number of state institutions among themselves and with private trade are described. Finally, the dominant tendency in the nature and relationships of the agricultural mercantile sector is identified. This study has emerged as a product of the author's association with Cambridge University Project on Agrarian Change. There is a seven-page bibliography.

HARRISS, JOHN. Capitalism and peasant farming: agrarian structure and ideology in Northern Tamil Nadu. New Delhi, O.U.P., 1982. 358p. Rs. 125.00.

This book is about the development of capitalism and the 'peasant' agriculture of a part of South India and about the economic, ideological and political conditions which are associated with it. The principal aim is to explain why it is that small-scale household producers persist in part of South India and to explain the persistence of the phenomenon of under-development and poverty. This study was carried out in eastern North Arcot district of Tamil Nadu. This book, based on village field research carried out in the mid-1970s after the introduction of the 'new technology' for paddy cultivation, is concerned with the development of agrarian capitalism and the persistence of small-scale peasant production. The study is an application of the method of historical materialism rather than a conventional village monograph. It examines critically the classic theories both of Lenin and of Chayanov while being concerned especially with the role of merchant capital in the reproduction of small-scale production. The study includes analysis of the role of kinship categories in the reproduction of property relations, and examination of the relationships between the process of material production and caste ideology. Thirteen pages are devoted to bibliographic references.

HODDER-WILLIAMS, RICHARD. The politics of the US Supreme Court. London, Allen and Unwin, 1980. 204p. £11.95.

The first purpose of this book is to pander to non-Americans in presenting the unique institution of the Supreme Court consciously for those who have not grown up in the American political system. It synthesises and examines the Court's historical role in the United States' developing constitution, its decision making processes, and its relationship with the other two branches of government and the American people. Another purpose of this book is to put a human face on the fascinating aspect of American politics where specific crises and individual justices have played major parts. There are six chapters. First one illustrates both the relationship of the Supreme Court to the political system as a whole and also the

types of problems faced by the Justices in the course of their duties. Next three chapters describe the interrelations of the legislative, executive and judicial branches of government, the process of decision making within the Court and the problems of enforcement respectively. The fifth chapter provides three case studies to illustrate the consequences of Supreme Court action. The last chapter deals with the perennial normative problem of justifying a powerful but unaccountable institution within an overtly democratic political culture.

HODGE, IAN. Rural employment: trends, options, choices, by Ian Hodge and Martin Whitby. London, Methuen, 1981. 262p. £5.25.

The main thesis of this book is that rural labour markets are at the core of the problem of rural depopulation in developed countries. The success of policies seeking to moderate the process of population decline is closely related to the policy maker's ability to influence labour markets constructively. Migration in search of work has been a major cause of rural decline and its reversal, to bring about economically viable communities, must be related to the availability of employment in rural areas. The book brings together a number of separate applied disciplines to focus on the problems of choosing appropriate policies for rural areas. Demographic processes can describe the sequence of events which led rural areas to their present state. They are further used here to examine the impact of policies on rural areas. For policy orientation the authors have drawn from, and have occasionally criticised the pronouncements of planners and politicians, whether in local or central governments in the U.K. or state and federal governments in the U.S.A. and Australia.

INDIA. HEALTH AND FAMILY WELFARE, MINISTRY OF. Report of the Working Group on Health for All by 2000 A.D. New Delhi, the Ministry, 1981. 117p.

With the successive Five Year Plans, and the sustained efforts at implementation, India has achieved a significant improvement in the health status of the people. But in spite of these achievements, the health care system continues to suffer from several deficiencies. The health care measures formulated and implemented in the successive plans have generally been based on the approaches recommended by the Bhore Committee (1946) and the Mudaliar Committee (1961). However, the concept of health in all its manifestations, with adequate emphasis on the preventive, promotive and rehabilitative aspects, is still to be made operational. As such in 1980, the Planning Commission constituted a Working Group on Health with Shri Kripa Narain as chairman, to identify in programme terms, the goal for Health for all by 2000 A.D., and to outline, with that perspective, the specific programmes for the Sixth Five Year Plan. The Report of the Working Group is followed by five Sub-Group Reports.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT. Policy interventions for technological innovation in developing countries, by Charles Cooper, Washington, D.C., IBRD, 1980. 59p.

This paper assesses the potential social payoff of alternative measures that might be taken to promote innovation in developing countries. It is mainly concerned with the general issues of encouraging technical innovation in the nonagricultural sectors. First chapter discusses the process of innovation and describes the skills

associated with it. Second chapter sets forth some of the special problems that developing economies encounter in building up innovation skills. Third chapter draws together some of the main implications for policy and explains how priorities for the development of local innovative activities might be determined. Fourth chapter analyses the patterns of innovative activity that might be needed in developing economies. The last chapter summarises the main conclusions. This is World Bank Staff Working Paper No. 441.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

The process of industrial development and alternative development strategies, by Bela Balassa. Washington, D.C., IBRD, 1980. 42p.

This essay contains the Greham Memorial Lecture which the author delivered at the Princeton University in 1980. It summarises the author's ideas on the process of industrial development and on industrial development strategies. Drawing on his research over the last decade, the author examines the determinants of early industrial development, evaluates the first stage of import substitution, analyses the principal characteristics and results of inward-oriented and outward-oriented industrial development strategies and discusses the responses of the newly-industrialising developing countries to the external shocks suffered after 1973. Finally, the essay provides policy prescriptions for the future, with consideration given to the prospects for world trade in manufactured goods. This is World Bank Staff Working Paper No. 438.

INTERNATIONAL LABOUR OFFICE. Technological change and agrarian structure: a study of Bangladesh, by Iftikhar Ahmed. Geneva, ILO, 1981. 136p. 15 Sw. frs.

This study on rural Bangladesh reveals that the inverse relationship between farm size and overall land productivity observed in a traditional agricultural setting is weakened or eliminated following the introduction of Green Revolution technology. In the context of a high and rising level of landlessness, the determinants of the demand for hired labour for examined in this study in relation to both agrarian structure and technological change. The study also presents concrete quantitative evidence on the existence and manifestation of rural factor market imperfections which provides valuable policy insights for improving the access of the rural poor to key agricultural inputs, working capital and government extension services. Using logic and multiple regression analysis, the study also investigates the relationship between the diffusion of technology and a range of institutional parameters.

JAKHAR, BAL RAM. The people, the parliament and the administration. New Delhi, Metropolitan, 1982. 239p. Rs. 150.00.

This book presents the Lok Sabha Speaker Dr. Bal Ram Jakhar's musings, reactions and thoughts on some facets of parliamentary institutions, processes and procedures as also other matters of parliamentary and public interest. The central theme is provided by the author's pre-occupation with fundamentals which permeate his thinking and around which the entire contents of this work are interwoven. The subject-matter is the relationship between the people, the parliament and the administration. Each of the fourteen chapters seeks to analyse some parti-

cular aspects, ramification or mechanism of this relationship. Separate chapters are provided on topics like the Role of the Legislators, Parliament and Social Change, Parliamentary privileges, Parliament and the Public Sector, Right to Privacy vs. Freedom of the Press, etc. The concluding chapter is on the Office of the Speaker.

KAMAL, K.L. Pakistan: the garrison state. New Delhi, Intellectual, 1982. 160p. Rs. 60.00.

An effective intervention of the military in national politics and decision-making is becoming more a rule than an exception in most of the developing countries. Pakistan is one of those countries where the formation of the "Garrison State" is almost complete. This book contains four chapters. The first chapter is mostly theoretical and brings into focus the civil-military relations particularly in the Third World countries. The second chapter discusses that in Pakistan no serious effort has been made at institution-building. The Third chapter explains how the collapse of the semblance of democratic institutions led to the inauguration of the military regime. The last chapter shows that the concept of nation-building under the stewardship of the military is a myth. The Generals from Ayub to Zia have done the same thing: consolidation of personal absolute power and creation of political institutions to legitimise it. The military has taken upon itself the sole responsibility of creating new constitutions and political institutions, creating ethical norms and claiming to have the wisdom to interpret religion and develop culture.

KRISHNAMURTY, K. Savings behaviour in India, by K. Krishnamurty and P. Saibaba. Delhi, Hindustan, 1982. 87p. Rs. 40.00.

The rate of savings in India has shown a secular rise in the last three decades, with year to year fluctuations. The rise has been dramatic in the late seventies. This study analyses the factors which explain this phenomenon. In particular, it throws light on the impact of shifts in the terms of trade between the agricultural and non-agricultural sectors, of the growth of income and inflation and of other related factors on the rate of savings. A novel feature of the study is the estimation of the saving propensity differentials between the agricultural and non-agricultural sector from aggregate time series data, in the absence of independent series for each of the sectors. This study gives an in-depth analysis of the narrowing of the differentials between the agricultural and non-agricultural sectors in regard to the propensity to save in the first half of the last decade and the widening of this differential in the later years. This is the 6th paper in the *Occasional Papers: New Series*, being brought out by the Institute of Economic Growth.

LAL, SHEO KUMAR, ed. Sociological perspectives of land reforms. New Delhi, Agricole, 1982. 254p. Rs. 125.00.

The papers included in this volume grew out of an All-India Seminar on Sociological Perspectives of Land Reforms organised by the Department of Sociology, University of Jodhpur, on February 16-20, 1980. Fifty six participants deliberated on various aspects of the seminar such as: (1) Agrarian structure highlighting the relevance of existing structures for measures of land reforms, (2) Land reforms measures in different states, (3) Peasant unrest. While economic perspective of land

reforms has received considerable attention, the sociological perspective has not received the attention it deserves. The crucial issue in analysing the sociological perspectives of land reforms is to diagnose the nature of responsiveness of the politicians, well-to-do classes and the poor in relation to the implementation as well as social ideology that are behind the task and the policy measures. This volume is a modest attempt in that direction.

LALITHA DEVI, U. Status and employment of women in India. Delhi, B.R. Publishing Corp., 1982. 186p. Rs. 80.00.

This study aims at examining the role of White Collar employment in contributing to higher status among women. It was conducted in Trivandrum city. Having interviewed the women employees, the author found it necessary to undertake a comparison between employed and unemployed women to be doubly sure of the validity of the belief that employment *per se* as against age, education, family type, and place of residence, plays a crucial role in raising the status of women. Analysis of the data confirmed the belief that employed women wield more power and influence than unemployed women both in family and outside. As a result, such women enjoy more freedom than the unemployed women, and if married, their freedom is not curtailed by the whims and caprices of their husbands who in traditional Hindu Society want to lord over their wives. Apart from the questionnaire there is a nineteen page bibliography.

LESLIE SAWHNY PROGRAMME. Accountability in development, national and international; how to have development with the least bureaucracy. New Delhi, Vikas, 1982. 123p. Rs. 60.00.

This is a collection of papers presented at a seminar sponsored by the Leslie Sawhny Programme. Held in Goa in 1980, it was attended by eminent personalities: ministers of cabinet rank from Sri Lanka and Sudan, members of parliament from India, distinguished civil servants with international experience, noted administrators, economists, industrialists and management experts. An attempt has been made to present a global perspective on the basic problem of development and the dilemmas faced by developing countries, *viz.*, the need for state intervention in developmental processes and the need for guarding against further loss of freedom in a society, where the urgency for checking the values of freedom is far greater than in developed ones, that can contain greater bureaucratic intervention.

LONG, SAMUEL L., ed. The handbook of political behavior. New York, Plenum Press, 1981. 5 volumes. \$59.40.

Comprising the fields of political psychology and political sociology, political behaviour has been recognised as a major subfield of political science for over thirty years. This handbook covers the full range of the area by bringing together current subject matter and expanding the boundaries of the field. It offers social scientists a comprehensive, interdisciplinary, and current source of information on political psychology and political sociology. The initial five volumes contain twenty-eight contributions by prominent experts and renowned scholars from the fields of political science, psychology, and sociology. Topics examined include political perception and cognition, the behaviours of small groups, political learning, community psychology, governmental learning, psychohistory and psychobiology.

graphy, political symbolism, political violence, political anthropology, and political disaffection.

MONGIA, J.N. Economics for administrators. New Delhi, Vikas, 1982. 339p. Rs. 150.00.

The chief object of this book is to kindle interest in the fundamental problems of economics and to point out the implications of certain economic facts. The author has taken up important economic problems which an administrator should normally be conversant with and has analysed them. The author has tried to make the material understandable to the reader who may not have any background of economics. Care has been taken to avoid too much of technical preoccupation of professional economists. The approach in this book follows the trend of modern economic thought which runs along aggregative lines. Part I of the book details the basic economic concepts which will be useful for those without an adequate background in the subject. Part II deals with the Indian economic scene. Part III touches upon planning and economic growth. Part IV deals with those aspects of applied statistics which should be known to administrators and policy makers. The topics covered in appendices are: index numbers, public sector, joint sector, shadow prices, background areas, and a list of some important economic journals.

MUTTALIB, M.A. Theory of local government, by M.A. Muttalib and Mohd. Akbar Ali Khan, New Delhi, Sterling, 1982. 271p. Rs. 100.00.

The authors have adopted inductive and deductive methods in constructing new concepts and theories. The known theoretical assumptions are tested against the practices in vogue in local authorities of different countries, developed and developing. The authors place local government in the socio-economic frame of a country and interpret local government theory in the context of democracy and development. The authors have evolved the theory of autonomy-control continuum and assert that a Government can be anti-democratic in character but its Local Government is essentially democratic in nature and spirit. The study also enunciates the universal principles of local self-government by comparative study of local governments in U.S.A., U.K., U.S.S.R., Germany, Japan, India, and France. In arriving at theoretical conclusions, the sources made use of in varied combinations are: (1) thinkers' ideas, (2) institutional reforming efforts, (3) research studies, and (4) authors' experience as teachers, researchers, consultants, and trainers in the field of local government.

PAPOLA, T.S. Rural industrialisation (approaches and potential). Bombay, Himalaya, 1982. 100p. Rs. 60.00.

Development of industries in rural areas has been a feature of industrial policy and programmes for rural development in India, though the emphasis on it has shifted from time to time during the last thirty years. It has been primarily viewed as a programme for the preservation and revitalisation of traditional rural industries, and not as a programme for rural industrialisation. This study examines alternative approaches to rural industrialisation and provides a framework for the assessment of the role and potential of different industries in the development of rural areas and in the industrial development of the country. For this purpose, it utilises field data collected from a sizable sample of rural indus-

trial units in some parts of Eastern Uttar Pradesh, and uses the arguments and evidence advanced in past research studies and publications.

PHARR, SUSAN J. *Political women in Japan: the search for a place in political life.* Berkely, Univ. of California Press, 1981. 239p. \$ 28.50.

Drawing on interviews with one hundred young Japanese women who are active in a spectrum of voluntary political groups, the author seeks to discover how politically active women overcome the constraints that bar or limit the political participation of the average women. She explores women's images of self and society and looks at issues of political and gender role socialisation, career and life expectations, and political role and participation. The book treats political volunteers as agents of social change in a process of role redefinition by which prevailing concepts of women's roles gradually adjust to accommodate political behaviour. Tracing developments that led to the grant of suffrage and other political rights to women during the Allied occupation, the author sets the stage for an analysis of that process as it unfolds in the experience of individual women. She develops a three-fold typology for looking at political women in Japan and studies the impact of these role ideologies on political activity. There is a twenty-one-page bibliography.

PITALE, R.L. *Project appraisal technique.* New Delhi, Oxford & IBH, 1982. 350p. Rs. 75.00.

The rationing of scarce resources among alternative uses and their net social benefits in the form of production and distribution are at the basis of project appraisal technique. It is a mechanism to maximise production and ensure equitable distribution from a social point of view. This book explains in clear and simple style the basic concepts and techniques used in investment decision making. The first four chapters deal with basic concepts. Remaining chapters in Part I of the book deal with investment criteria and financial and economic analysis of the project. The application and utility of the techniques is supported by appropriate illustrations and exercises relating to project appraisal. As far as possible, Indian illustrations have been provided to explain the techniques. Part II of the book consists of case studies to elucidate the application of project appraisal technique. The case studies chosen have a bearing on small projects in the agricultural sector and their related aspects so as to enable the readers to understand the procedure in carrying out the appraisal of a project.

SCHUMACHER, E.F. *Schumacher on energy: speeches and writings of E.F. Schumacher, ed. by Geoffrey Kirk.* London, Jonathan Cape, 1982. 212p. \$ 7.95.

This book brings together a representative selection of E.F. Schumacher's speeches and writings over a period of nearly twenty-five years on the subject of energy. The analysis he presented at the time, and the remedies he proposed, are still valid, and the dangers he warned about have not been removed. Schumacher warned against the folly of becoming dependent for energy supplies on the politically unstable Middle East as long ago as 1958 and on many later occasions. Schumacher wrote and spoke a great deal on energy matters during the twenty years he was Economic Adviser to the National Coal Board. He wrote eloquently of the energy needs of the developing countries, concern for whose peoples became the dominating purpose of his life. The book also includes Schumacher's ideas on

public ownership. This section demonstrates the contribution an intellectual can make to the running of a business.

SHARMA, VISHNU DATT. Through two systems: encounters and experiences of an I.A.S. Officer. New Delhi, Associated, 1982. 150p. Rs. 50.00.

The author entered the Kota State Service in 1936 and joined the Indian Administrative Service in 1954. He held a number of important positions in Rajasthan and was retired in 1973. This work is an "administrative autobiography" that spans two eras: the pre-independence feudal order and the democratic system of the post-independence period. The author recounts his encounters and experiences which reflect on the numerous inter-related forces which mutually interact to shape and influence the total policy-decisional system at the State governmental level. The memoirs bring out the interplay of environmental, structural and human factors and their overlap in the public administrative systems.

SHUKLA, J.D. Indianisation of All-India Services and its impact on administration. New Delhi, Allied, 1982. 500p. Rs. 175.00.

This book presents Indian history of the British period woven around the All-India services and their Indianisation. The theme of Indianisation can be said to start from the time the London competitive examination was instituted. There are eight chapters. Chapter I deals with the administrative and constitutional background of Indianisation. Chapter II traces the early history of Indianisation of Superior Civil Services and the growth of All India Services. Chapter III covers the period from 1905 to 1921, which is comparatively a quiet period in so far as actual Indianisation is concerned, but a momentous change took place with the introduction of Dyarchy in the provinces in 1921. Chapter IV is dominated by the Lee Commission, its recommendations, and the government action thereon. Chapter V deals with the Simon Commission and the Round Table Conference, culminating in the Government of India Act of 1935, and subsequent history upto 1947. Chapter VI deals with the rate of Indianisation in All-Indian terms in a general way, and in regard to U.P. in particular. Chapter VII deals with the impact of Indianisation on administration. Some concluding observations are included in the last part. There is an eleven-page bibliography.

SINHA, J.N. Approach to employment planning in India. Delhi, Hindustan, 1981. 79p. Rs. 35.00.

This paper describes the changing pattern of employment and income in the Indian economy. It shows that the growing component of agricultural labour in the Indian Workforce and its inability to obtain a fair share in the fruits of agricultural progress are facts of fundamental significance for employment policy. Its main focus is on the problem group of landless labour and small farmers, and it develops an employment model which integrates the employment and income targets for this group. Section I makes explicit ultimate purpose of employment planning in India. Section II describes the magnitudes and salient features of existing poverty and unemployment situation. In Section III is discussed the structure of employment and incomes. Section IV pulls together main strands of the preceding three

sections to provide a basis for the model of intersectoral shifts in workforce. A critical review of employment policies and the needed reorientation is presented in the last section. This is the 5th paper in the *Occasional Papers: New Series*, being brought out by the Institute of Economic Growth.

SRIVASTAVA, VIJAY KUMAR LAL. Price policy for public undertakings in India. New Delhi, Kalyani, 1982. 159p. Rs. 48.00.

This study is spread over six chapters. The first chapter traces the evolution of public undertakings in India and explains its contribution to national income, capital formation and employment in Indian Economy. In the second chapter, various theories and principles of pricing commodities produced in the public sector are examined. The third chapter deals with price fixation mechanism of the public undertakings in India. A detailed study of pricing policies adopted by four selected undertakings (Hindustan Steel, Fertilizer Corporation of India, Indian Telephone Industries, and Modern Bakeries) forms the theme of the fourth chapter. Fifth chapter delineates various measures adopted by these undertaking from time to time for improving the returns. The last chapter contains the main findings of the study and some suggestions. This book in its original form was approved by Banaras Hindu University, Varanasi, for Ph.D. degree in 1979.

STANDING CONFERENCE OF PUBLIC ENTERPRISES. Autonomy of public enterprise, ed. by Laxmi Narain. New Delhi, SCOPE, 1982. 232p. Rs. 60.00.

A national seminar entitled "The Concept and Practice of Autonomy of Government Corporations and Companies" was held in February 1980, in the Department of Business Management, Osmania University, Hyderabad. It was supported by SCOPE and the Bureau of Public Enterprises. This book contains seminar proceedings and the material made available to the participants. In addition, it contains a part of a chapter from the thesis of Jean-Pierre Anastassopoulos entitled "The Dynamics of Autonomy".

STEINBERG, DAVID I. Burma's road toward development: growth and ideology under military rule. Boulder, Westview Press, 1981. 233p. \$36.00.

A liberalisation of economic policies has inspired considerable economic growth and encouraged the development of Burma's natural resources, but, according to the author, the current military government is akin to previous civilian government in its commitment to socialism as a vehicle for development. The economic flexibility demonstrated by the government has not been matched by political liberalisation, and as a result, economic growth remains a captive of administrative and policy constraints. The author traces the origins and acceptance of socialist thought and planning in Burma and shows how socialist ideology has had to be tempered with pragmatism in order to make economic development possible. Looking to Burma's future, he also points out two central problems facing the country: strained minority relations, which have kept the nation from developing a sense of unity, and difficulties with political succession brought on by the military regime's preoccupation with perpetuating its own leadership. There is a fourteen page bibliography.

STRAUCH, JUDITH. Chinese village politics in the Malaysian state. Cambridge, Mass., Harvard Univ. Press, 1981. 187p. \$22.50.

During the Malayan communist insurgency of the 1950s, more than half a million dispersed squatters and small landholders, most of whom were, Chinese, were brought together forcibly by the security officials into some five hundred fenced resettlement camps called "new villages". This book is a study of the social and political life of one of these villages, two decades later, as it is played out today in the context of a Malay-dominated bureaucratic state. This study of a small rural market centre made up of predominantly Chinese shopkeepers, wage labourers, rubber tappers and smallholders, offers detailed analysis of the manipulative strategies of local rivals active over several decades in the competition for local status and power. The focus is on the interconnections between the various levels of a modern multi-ethnic political system, demonstrating the ways in which local political actors are both constrained and supported by power structures and resources that lie outside the local system.

TULSI, S.K. Social cost of incentives (a case study of dyestuff). Delhi, Kunj Publishing House, 1982. 104p. Rs. 50.00.

The dyestuff industry is subject to a high rate of excise duty and placing it under the excise exemption scheme gives the small units a large benefit which, weighed against the relatively small handicaps which they are subject to vis-a-vis the large units, gives them an edge over the large scale sector. This study attempts to examine: (1) the present status of small scale dyestuff industry vis-a-vis the large units, (2) the impact of excise duty exemption on the dyestuff units in terms of selected economic parameters, and (3) the situation created by excise exemption and reservation of certain items for the small scale sector itself. The survey carried out by the author indicates that the rapid growth of the small-scale sector has not resulted in any significant net addition to employment. There has also been a fall in the exports of the organised sector and also a decline in the potential earnings of the public exchequer. Alternative incentives are suggested which can promote development of the small-scale sector without adversely affecting the progress of the large-scale industry. This study was sponsored by Economic and Scientific Research Foundation, New Delhi.

TYAGI, V.K. Urban growth and urban villages, (a case study of Delhi). New Delhi, Kalyani, 1982. 193p. Rs. 85.00.

The expanding cities of today are gradually consuming the agricultural land on their periphery. This process has forced a large number of villages to surrender their agricultural land to these expanding cities, as in Delhi. The immediate result of this is unemployment for the population of these villages and unauthorised construction of houses on the periphery of the village settlements. With the gradual expansion of the city, such villages fell within the urban limits and became part of the city. These villages are termed as urban villages in this study. Its basic objective is to explain urban growth and causes and consequences of structural transformation of urban villages in Delhi. An attempt is made to find out the recent trends in urban expansion and the results of rapid urbanisation. The study is divided into two sections. Section 'A' gives an overall picture of the growth of Delhi and the structural pattern and transformation of eighty-one urban villages.

Section 'B' is basically designed to study the pattern of transformation at micro-level in selected urban villages and to test empirically the validity of the pattern of change and hypotheses generated in Section 'A'.

VERMA, PRAMOD. Trade unions in India: concepts, cases and case law, by Pramod Verma and Surya Mookherjee. New Delhi, Oxford and IBH, 1982. 408p. Rs. 76.00.

This book intends to provide an overview of trade unionism in India. It highlights the dilemmas facing trade unions, depicts the industrial situation which they face, presents the case-laws affecting them, and offers an international perspective for better insights into the dynamics of trade unionism. It is divided into four parts. Part I discusses the basic concepts which govern trade unions in the Indian context. It analyses the structural characteristics of Indian trade unions and examines their objectives and policies. The increasing trend of unionism among white-collar, professional, and agricultural workers is also studied. Part II deals with a few selected case studies based on real life situations. The cases are meant to engage the readers in problem-solving exercises and help them develop analytical skill and ability to understand events in an appropriate framework. Part III presents the case-law on trade unionism. It covers such issues as legal norms to be followed by the unions, the right of association, individual's rights, and the definition of an industry. Part IV consists of two appendices. The first one discusses profiles of unionism in Great Britain, United States and Soviet Russia. The second one provides some notes and extracts from the Trade Unions Act, 1926.

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ADMINISTRATIVE DECENTRALISATION

SIU-KAI, LAU. (Chinese Univ. of Hong Kong). Local administrative reform in Hong Kong: promises and limitations. *Asian Survey*, 22(9) Sept. 82, p.858-73.

In January 1981, the Hong Kong government announced a plan to reorganise its local administrative apparatus in a White Paper entitled "District administration in Hong Kong". The analysis of this White Paper indicates that it is primarily an exercise in administrative deconcentration and falls far short of administrative decentralisation or the establishment of autonomous local governments. It carries the symbolic implication that the people will "count" in the government's decision making process, even though the reform itself is a far cry from the ideal of grass-roots democracy. The goals of the local administrative reform as outlined in the White Paper, are deliberately vague, general, and brief, reflecting the overly wary attitude of the government toward the reform effort. The reform plan is timid in its approach, ambiguous in its goals, and largely misplaced in its means.

ADMINISTRATIVE LAW

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The Report of the Committee on Ministers' Powers which appeared in 1932, was principally concerned with problems of subordinate legislation and formal administrative adjudication. Against a background of Dicey's views on parliamentary sovereignty and the Rule of Law, the Committee explored a variety of issues and made numerous proposals. In this article an attempt is made to consider why the Committee was appointed and what has happened since 1932. Particular reference is made to the Report of the Committee on Administrative Tribunals and Enquiries which appeared in 1957. The Reports of 1932 and 1957 are important in identifying significant developments in administrative law during this century.—*Reproduced.*

ADMINISTRATIVE REORGANISATION

DEMPSEY, JOHN R. (College of Charleston, South Carolina). Administrative reorganisation in Irish and American contexts. *Administration*, 30(1) 82, p.64-83.

Efficient operation of government is of more than casual concern to political leadership and this concern is often manifested in periodic efforts to reorganise or

reform the structures and processes of government. The purpose of this article is to compare two reorganisation experiences, from conception to execution, with an eye to isolate the variables which may have been responsible for their respective successes and failures. The two experiences are the President's Reorganisation Project, 1977-80, in the United States, and the Report of the Public Services Organisation Review Group, 1966-69 in Ireland, generally referred to as the Devlin Report. Some suggestions about conditions which ripen the climate for successful reorganisation efforts are given.

THE NEW deregulation. *Bureaucrat*, 11(2) Summer 82, p.10-38.

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Civil service reform came in response to demands made by the American public. As President, Carter made passage of the Civil Service Reform Act of 1978 the centrepiece of his effort to reform government. This act has tended to obscure the significance of the numerous reforms undertaken at the state and local levels. The 1970s, particularly the last half-decade, saw literally every state and numerous localities enact some type of civil service reform, and the movement is continuing into the 1980s. This study looks at the climate for reform during this period and briefly examines the responses at the Federal, state and local levels. The emphasis is upon reform at the state and local levels in an attempt to provide some insight into the extent to which these levels have been "charting the direction" for the Federal government.

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The 1978 Civil Service Reform Act (CSRA) mobilized changes to the basis and structure of the federal service which are the most far-reaching since those installed by the Pendleton Act in 1883. Several of the 1978 provisions were directed toward encouraging a more incentive oriented approach to personnel matters. Other measures involved the dismantling of the Civil Service Commission, the installation of new mechanisms to handle labour-management relations, the codification of merit principles, and the delegation to individual agency managements of wider personnel responsibilities. This paper raises the question of whether, four years after the passage of CSRA, there are indications that the legislation is living up to its earlier promise. Attention focuses upon the character of the 1978 measures and how well the federal service is coping, or is being allowed to cope, with the private sector-style, rewards-sanctions approach to personnel matters which was embraced by the Carter proposals.—*Reproduced*.

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The experience of a few cities, which have successfully managed the technology, however, indicates that the expected payoffs can be reasonably well achieved. One key to the computer's successful management lies in the policies used for the implementation of computing. This study concludes that the single most important policy influencing the success of computing is a commitment to advanced computer technology. Specifically, the more advanced the technology, the greater the payoffs from the computer's application. Other policies, such as user involvement and decentralization of computing, are

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EFFICIENCY, ADMINISTRATIVE

SPECIAL number on productivity in public administration: concept and application. *Indian Journal of Public Administration*, 28(3) July-Sept. 82, p.411-745.

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In the opening article, S.N. Sadasivan points out that productivity in the first instance has an economic connotation, is associated with the factors of production and in that sense has varied application. An understanding of the primary implications of the concept of productivity in the economic sphere is crucial to its application in other areas, particularly politics and public administration. Although the activities of the state and society intersect at many points, politics, in general, forms the outermost circle within which are set systemically the circles of all social units and administrative agencies. The primacy of politics over all matters and subjects is primarily due to its direct relation with the state and its apparatus of power which alone can establish order, act as a sovereign safeguard to society and make justice available to the needy promptly and speedily.

A country's administration is the model as well as the pivot of its productivity. Every department, every branch, every unit of the administration should turn out the maximum volume of work that conforms to the prescribed qualitative standards with the maximum efficiency for the maximum satisfaction of its clientele. It is an administration conscious of its responsibility for social development, that engages itself honestly and zealously in the task of building up the environment essential for productivity

and its steady enhancement. In recent years ecology has gained a new dimension in the context of productivity. It is the administrative productivity that sustains and promotes the economic productivity; both, however, have to rely heavily on political productivity. Expediency, pragmatism, personal ambition, family image, temptations, falsification, craft, cunning and violence may have their appearances in politics but if they are allowed to have their roles too frequently, political productivity in democracy will face its decline, inviting social decay and economic chaos. The author has tried to analyse the operational implications of productivity in our socio-political background.

In the next article, C. Lloyd Brown-John has discussed 'productivity' as an emerging concept in Canadian administration. According to him, 'productivity measurement' in the Canadian context is essentially a matter of combining two activities within the office of the comptroller general. First, there is the performance measurement function which involves the regular measurement of on-going performance in order to obtain systematic information to assist long-term planning and the control of day-to-day operations. All deputy ministers in Canada are required to establish a comprehensive plan for their departments in order "to evaluate the entire expenditure base of a department for efficiency and effectiveness (where appropriate) on a three to five-year cycle". This has now been modified to four years in keeping with the requirements of the cabinet committee on priorities and planning. The second activity is the programme evaluation policy which was outlined in 1977. Programme evaluation requires that deputy ministers develop comprehensive plans for appraising the entire expenditure base of their departments to be presented annually but on the four-year rotating cycle. Programme evaluation and performance measurement are thus the steps along the road that Brown-

John thinks will lead to greater productivity within the Canadian federal government. But, despite considerable improvement both in the structure whereby policies are set at the cabinet level and the means whereby programmes are evaluated in the office of the comptroller general and, in the light of promises from the government that the form of estimates will be altered in order to have them more adequately reflect evaluations, there are still some critical areas where time, and trial and error must prevail. Brown-John, however, expects that every effort will be made by public administrators to meet the excruciating challenge of providing quality public services at levels of efficiency which reflect the requirements of productivity measures while simultaneously remaining sensitive to human needs in application.

The most persistent and supportive condition which characterised the twentieth century was the steady expansion and refinement of 'the merit system' in the employment and advancement of government personnel. In his article 'Productivity Concerns in the American Public Service' O. Glenn Stahl suggests that this was a key element in the gradual awakening of public interest in what has now come to be referred to as 'productivity' in public administration. It is hardly just a phenomenon of the 1980s. Too often we fail to appreciate the roots which new terms have in the evolution of social organisms. According to him, active steps to enhance productivity in the public sector read like a catalogue of sound personnel practices. They embrace everything from realistic staffing plans, workload forecasts, and performance standards to exploitation of job redesign, recognition of achievement, and enlistment of employee union collaboration. Standard managerial techniques of emphasis upon objectives, careful planning of resources, modification of working hours, and intensive coaching of supervisors are typical of basic approaches. All productivity efforts call for these minimal conditions: a total manage-

ment commitment to the cause; utilisation of skilled analysts to provide staff support; and a willingness on the part of all participants to effect changes in the way functions are carried out. Leaders of an organisation must begin with an honest-self-examination to assess their own strengths and weaknesses; they must be sensitive to employee needs, abilities, and traits, recognising especially the variations among them; they must be mindful of the quality of the work environment and all the factors affecting motivation; and above all, they must be prepared to relinquish their own monopoly of decision-making and inducement of change by involving as much of the workforce as possible in the very processes of improvement they are seeking. The author has pointedly drawn our attention to the problems of morale and motivation of public employees both within an organisation and as an important section of society. While countries such as the US can take pride in what has been accomplished so far, the quest for optimum productivity will never be fully realised. It is this sobering thought which should keep developed and developing nations alike firmly dedicated to the pursuit of excellence in administrative performance.

In the background of his experience and studies in Arab countries, Asim Al-Araji in the subsequent paper makes two general tentative suggestions that could be offered in connection with the present paradox in administrative development in the wealthy and poor states. First, by 'rationalising' the public demand changes in both urban and rural areas by making the public, through proper mass media channels, better informed about all the limitations and capabilities of public service institutions and, probably, by increasing citizens' participation in public service, decision making can improve the standard of public demand and this would, in turn, improve the capability of the public service institution too. Second, the Arab and other governments would have at the same time

to 'rationalise' the ongoing management changes by technically making them better geared to the on-going qualitative and quantitative changes in public demand in both the urban and rural areas. Thus, based on a quantitative analysis, he proposes that failure of technological changes in building the required management system in Arab countries has been due to certain 'irrelevancy' between qualitative changes in public demand, and qualitative changes in management technology and/or due to certain cases of 'irrelevancy' between quantitative changes in public demand and/or 'irrelevancy' between changes in public demand and changes in management technology.

The next four articles in this issue reflect the productivity concerns in public administration in four different countries —Indonesia, Japan, Greece and America. While Buchari Zainun suggests the necessity of appropriate changes in the working time of the government employees in Indonesia in order to increase their productivity, especially the civilian, government employees, Ku Tashiro in his case study of Japan attempts to demonstrate that Japanese public administration is highly productive. Some of the important factors contributing to the productivity are the Japanese administrative practice of life-time employment and seniority system; collective decision-making and shared responsibilities and concerns; and the fact that there has been no increase in staff in the Japanese public administration, limiting the personnel cost of the central government as low as 15-20 per cent of the regular government budget. Productivity in administration can thus be improved only by comprehensive and strenuous efforts of the nation to cut administrative costs and participative arrangements in the sphere of decision-making.

In analysing the Greek situation, E. John Rizos observes that productivity in public administration takes place within

a particular valuational context in which choices and decisions and administrative practices are related to operational values of the society. Though the desire for advancing national prosperity is virtually a universal aspiration, the increase of productivity depends less on knowledge and technology, however necessary they are, and more on motivation, initiative, innovation, responsibility and responsiveness in public administration, which in turn reflect the operational values of the larger society including its urge to invent, to dare, to create. All these can be named according to him as 'productivity mindedness'.

In his paper on 'Public Sector Productivity: An American Perspective', Rayburn Barton, specifies the three broad groups of implementation problems having affected productivity in the public sector in the United States. These are organisational-technical; personnel-managerial; and environmental-political. Organisational-technical problems have to do with the nature of public organisations or with technical problems related to productivity measures. Personnel-managerial problems have to do with the way in which management approaches the introduction of such programmes. Finally, the environmental-political problems are concerned with environmental factors which impinge upon productivity measures and the unique features of the American political system which have the potential of impeding productivity measurement. Unlike the private sector where competition requires the development of "interrelationships between suppliers, researchers, developers, producers, distributors, and purchasers of productivity improvement products and methods", the public sector organisations in the USA have not developed such an infrastructure. This problem makes the measurement of public sector productivity more difficult, but the need for governments to possess this capability requires that such problems be overcome by perceptive public administrators. The

intense interest of administrators in productivity at all levels of government in the USA brought about by declining public revenues in the 1970s and the situation of austerity ushered in by the Reagan administration suggest that, given time, they will succeed.

In an exposition of the concept of productivity in administration, A.P. Saxena has taken a more positive and definite stance inasmuch as he perceives that the concept is not illusory but is finite and amenable to determination and analysis. According to him different views on the definition of productivity arise because it is usually attempted in the background of diverse subject areas such as measurement, labour output, investments, and budget allocations. However, in administration, productivity, although not entirely independent of the configuration of inputs and outputs, which are to be visualised as distinct streams, is intertwined with the concepts of efficiency, savings, effectiveness and performance. Measurement of productivity in administration has to encompass both efficiency and effectiveness. While efficiency indicates the extent to which the government produces a given output with the least possible use of resources, effectiveness indicates the amount of the end product, the real service to the public that the government is providing. Effectiveness suggests the concept of quality and the level of service provided. In most systems, the important road blocks in achieving productivity in administration are the bureaucratic ethos, attitudes of the officials, and an ineffective coordination in the synchronisation of input stream for generating a viable, sustained streams of goods and services. Thus productivity in administration involves a systematic translation of broad objectives and macro targets into specific programmes and projects, which needs to be done in sufficient detail to know which steps have to be taken *when*, and for *what* purpose and at *what* costs. To achieve productivity, administration in many instances will need restructuring to create

effective and flexible systems as well as ability to set specific targets in a planned, efficient, time bound frame. At the same time the interaction with the environment has to be kept in view. Administration which lacks productivity perspective will find difficulty in recognising and thus reacting to environmental changes, much less controlling them.

In the next contribution, 'Bases of Decision-Making'. Anil Chaturvedi attempts develop a model of decision-making which seems to explain why people take the decisions they do. What are the bases on which a decision-maker makes his decision and do decision-makers develop a certain preference for certain bases whereon they tend to contour the decision-situation to conform to these bases? In the model described by him, he sees decisions as being functions of both 'perceived uncertainty' and 'involvement of the self'. Since in the same situation, 'perceived uncertainty' for two decision-makers may differ, uncertainty, therefore, is a subjective function of the decision-situation and not an absolute property of it. Further, the decision-maker has to develop alternatives of choice and prioritise them. Here again subjectivism creeps in the form of how much the decision-maker invests of himself in the decision, whether he sets priorities on the basis of externally imposed criteria or internally expressed norms and values. Given these, it is apparent that to expect complete 'pure rationality' in the process of decision-making is to take a very narrow view. In the final analysis, Chaturvedi seems to imply that since not every decision-maker has the urge to be expressive, entrepreneurial, or problem-solving—these being a function of his risk threshold—productivity in administration is greatly affected by the manner in which decisions are made.

In a similar vein, while analysing the 'Elements of Competency' Frank Marutollo argues that the full competent act is made up of the application of nine

elements: personal mind, social (co-ordinating) mind, synoptic vision, impellment, character, ideological clarity, minimum skills, breadth skills and depth skills. These elements were perceived in experience but conceptually derived by considering what conditions must be present before a competent act could be performed. These elements are attributes possessed by people, which, when actualised in performance, result in competent managerial work act. If the act is performed with the maximum degree of such elements, the act would result in a fully competent act. A person performing an act utilising these elements can have a measurable competency index; and the organisation made up of these individuals can also have a competency index. These then may represent an index of the total productivity of the organisation.

In relation to social welfare organisations, N.K. Dave in his article seems to suggest that no attempt has so far been made to evolve management strategies which could lead to increased productivity and achievement. He thinks that the contents of 'management by objectives' (MBO) approach in terms of: (1) managerial effectiveness, (2) objective setting, (3) plan of action, and (4) performance review are likely to be most successful in this field. These could activate the social welfare organisations to review constantly their objectives and modify their functioning accordingly and help integrate work activity with the organisational objectives, thus making it possible to scrutinise activities in terms of organisational goals.

In the modern times, technological advances have played a significant role in increasing the productivity of organisations. The computer has been one such invention which has in infinite ways not only made possible the storage and flow of information inside and outside the organisations but has also provided them with a control mechanism by which they can almost consciously map out their growth patterns and remain usable even

under changed circumstances. In his article, 'Computers in Productivity', Utpal K. Banerjee has suggested hundreds of applications of computer technology through which productivity can be monitored and measured in public institutions, service organisations and public utilities, although a number of precautionary factors relating to the use and maintenance of computer data have to be kept in mind. It may, however, be relevant to point out that the need for computerisation of productivity has to be viewed in the specific situations and cannot be parrot-like repeated as the 'mantram' for economic salvation. No simple mechanistic approach to productivity will yield results in the complex web of human needs and aspirations as well as social concerns.

Taking ineffective coordination as a cause of low productivity which continues to haunt implementing agencies at national planning, multi-sectoral, inter-organisational and intra-organisational levels of development programme/project administration. Paramjit S. Sachdeva in the next paper suggests that the different purposes of coordination significantly affect the nature of organisational produce and a paradigmatic shift in organisational thinking is required to overcome the inherent limitations of mechanistically designed public sector bureaucracies. Thus he thinks that for achieving organisational effectiveness through optimal work division which reflects productivity, coordination is of continuing importance both in organisation theory and design. Coordination is again something to which lip homage is paid but seldom realised. It continues to be elusive as very often only institutional approach is conceived and the human and psychological factors including the consciousness of the commonality of objectives of an organisation at various levels are lost sight of. Coordination thus becomes again an attitude of mind. The various facts of coordination in the context of productivity in developing countries is an area which merits greater

exploration. We feel that this is relevant for policy making, programme or project formulation problem solving as well as implementation or performance. As is development, so is the concept of productivity many-sided and multi-disciplinary in nature, operation and impact. Productivity transcends as well as comprehends these administrative processes. Productivity is something which one can 'feel' or sense in an organisation. It is like power in the electric circuit, which, though not always visible, can make the organisation glow with vibrancy and purposiveness.

If the next group of articles, some of our contributors have discussed 'productivity' in relation to certain specific aspects of public administration in India. Our aim has been to initiate an academic analysis of the concept and what it stands for, and, thereafter take a view operationally of certain functional areas. Arunoday Bhattacharjya in his paper has for instance attempted to apply this concept in the recruitment of civil services. He considers recruitment as a productive operation especially in the context of developing economies, where the emerging pattern of development administration is widening the productivity sphere of civil services. It may be mentioned that development administration is not an isolate in the totality of administrative functioning and attempts at dichotomising it only prove counter-productive as cohesiveness of administrative processes is an abiding reality. Development-mindedness and sensitivity to dynamics of change constitute the *sine qua non* of productivity oriented public services, be they managerial, technological or scientific. Recruitment to civil services in such a scheme of things would certainly require induction of an increasing army of management oriented officials at various levels of the hierarchy, capable of functioning at ease with the ideas and techniques of the projects, so that they can deliver the goods with an optimum level of resource utilisation and maximum output-input ratio. In the unceasing

battle between scarce resources and unlimited wants, the human resources in the shape of civil service personnel can thrive only with a consciousness of efficiency in terms of cost minimisation or output maximisation. Similarly, based on some practical insights, M.N. Buch in his article 'Some Thoughts on the Cases of Administrative Ineffectiveness' considers some fairly well-known, but at the same time little realised factors in actual practice which hamper productivity in public administration. Ad-hoc decisions, irrational allocations of resources which adversely affect implementation of decisions, constant intervention by political masters and senior officials and administrative corruption are some of the malaise which affect productivity in public administration. The remedial measures suggested by him include a radical decentralisation of administration, a review of rules and regulations and laws and elimination of all such that cause harassment to the citizen, evolution of a personnel policy, which removes personnel management from the political field, and a ruthless and speedy weeding out of the corrupt officials. While one may not completely agree with the diagnosis or the suggested remedies, the issues raised need deeper probe for the effectiveness and credibility of a democratic administration with its legal and constitutional as well as political constraints.

Evaluating the effectiveness and productivity of certain programmes like the integrated rural development (IRD) is indeed a very complex exercise. In his paper, M.L. Sudan contends that the effectiveness of the IRD programme could be broadly judged on the basis of the extent to which the objective of making the rural poor to rise above the poverty line is actually achieved. But, at the same time, it is equally important and crucial to examine the criteria and processes followed through which these objectives are achieved. Such an examination alone could bring out whether it is possible to do better or not and how the performance could be improved further,

Thus he thinks that it is not enough to look into what ultimately happens but it is of utmost importance to examine as to how it happens, as continuing watchfulness and the courage to apply correctives as and when called for, will determine the success or otherwise of the programme. This is very important as it is only through workable criteria and processes sustained by scientific monitoring that the objectives of the IRD programme are likely to be achieved to the maximum extent possible, which may lead to increased productivity in this sector—a sector of vital importance to the future of our policy.

The public sector in India has been another area of concern to the productivity analyst. Appraising the performance of 169 operating enterprises, the public enterprise study (1981-82), reported a loss of Rs. 182 crores on an investment of over Rs. 19,000 crores, which is no consolation. O.P. Minocha in his contribution, however, contends that productivity enterprises cannot be measured solely in terms of profits alone, but should be understood as the process of converting materials, money and manpower into the services rendered to the society. The broad indices of productivity in public enterprises may be capacity utilisation, labour-productivity, labour-cost, the degree of absenteeism, frequency of accidents, mandays lost due to industrial disputes, the rate of inventory, profit/loss incurred, and the rate of return on investment. Since an objective assessment of the productivity of public enterprises requires an evaluation of the goals given in the industrial policy resolution of 1956, the indices of productivity could also be in the form of introduction of new technology, maintenance and modernisation of equipment and training and development of managerial and technical skill. It could also be the contribution to the exchequer, foreign exchange earnings, generation of employment opportunities, regional development and development of ancillary industries. Viewed in this perspective, the performance of public

enterprises in making a sizeable contribution to the development of the country's economy as a whole has been fairly encouraging, notwithstanding the adverse returns on the capital invested. While recognising the social role of the public sector, it is necessary that there should be neither euphoria nor cynicism about its operations and future. But we must constantly keep in view that the compulsions of development in an economy of scarcity like ours will not allow it to be placed on the pedestal of a sacred cow for all times to come. It is its effective functioning and result-orientation which will create public confidence as regards its credibility and worthwhileness. It is the ultimate analysis, the faith of the people it is that will provide both the rationale as well as the strength of the public sector in the national economy in the clash of ideologies or of stark economic forces.

The next three articles in this volume deal with the relevance of productivity in three different sectors of Indian administration, viz., land-water management, Indian universities, and welfare administration. Rakesh Hooja and Bhupendra Hooja in their paper consider the land use and water management as the challenge presented by the agriculture sector to the campaign for productivity. They think that this challenge is co-related with the more threatening and persistent challenge which has besieged half of the world and mostly the third world or developing countries like India. In the agriculture sector, as opposed to the industrial sector, the human factor and the institutional support, the environmental limitations of land-type and water availability, the tools and technologies, the village social customs, land ownership and cultivatorship break-ups, etc., interact upon each other and play a major role, thus complicating the matter more than in the organised industrial and service sectors. The authors observe that presently, different efforts have been going on in different directions by different agencies and social organisations.

Continued attention is not being paid towards the very base of agricultural production, which is identification and harnessing of the potential and limitations of our national resources such as land, forests, water, the sun and the wind. They point out that future efforts at greater agricultural productivity will have to follow the dictum that each unit, or tract, or region of land should be looked upon in an integrated or holistic manner and provided with a comprehensive multi-disciplinary, multi-sectoral mix of governmental activities and inputs that the region or tract requires. From each such unit, tract, or region, we should hope and endeavour only to obtain what it can offer according to its capacity or potential and no more (despite the pressure of human and livestock population on the land). Each tract may require that a different strategy be adopted. We shall also have to ensure that the inhabitants of the tract can be persuaded to accept the optimal strategy including its strong points and its limitations whatever they be. Only this can be the key to greater productivity.

Similarly Uday Desai in 'Models of Organisational Governance and Leadership Role: the Case of Indian Universities' has conducted a study of leadership models in Indian universities. These models, he thinks, greatly influence the organisation reality that the leaders see and act upon. The leader's orientation to this position is important to an understanding of his leadership style. A leader's perception and expectations of his leadership role influence his leadership behaviour. Desai's paper describes the perceptions of the vice chancellors who head Indian universities in the belief that a study of the occupant's own perception of his role is of interest in its own right and also in understanding and explaining his behaviour. The seven models discussed in his paper are derived from the metaphors of university governance by Michael D. Cohen and James G. March in their book *Leadership and Ambiguity: The American College President* (New

York, McGraw-Hill Book Co., 1974). These are: the market model, administrative/bureaucracy model, consensus model, bargaining model, democracy model, anarchy model, and the judiciary model.

Desai concludes that vice chancellors' perceptions of university governance and leadership in India are essentially in accord with each other. They emphasise consensus and bureaucratic decisionmaking. The Indian culture and tradition, particularly the thinking in and about higher education, gives more approval to an impartial judge-scholar-administrator image of leadership and much less to a politician image. Politics and bargaining are seen in India as undesirable in any public organisation and particularly in institutions of higher learning. In Indian conventional thinking, rationality, impartiality and detachment are the key to normatively correct university leadership. However, the vice chancellors' perceptions about university governance and leadership role are those of a bureaucrat and a judge. They perceive university governance as a bureaucratic judicial consensus system. These perceptions are widely at odd with the realities of Indian universities. Analysing the potential implications of their role perception on their role behaviours, Desai suggests that their behaviour is significantly influenced by their own perception and leadership style and is likely to be inadequate. As he points out universities in India are a western transplant to Indian social soil, their roots have not yet firmly taken hold. One is, however, constrained to say that this should not be advocated as an alibi for inadequacies after more than 125 years of university education in the country, but viewed in the right perspective. As Indian universities are under tremendous pressure they, according to the author, need strong, activist and articulate leadership. They are under democratic pressure to expand access to masses of increasingly unprepared students. They are under pressure from their faculties for increased pay and better working conditions, very often oblivious

of resources constraints. They are under linguistic and regional pressure concerning the medium of instruction, and preferential treatment for certain groups in both faculty hiring and student admission. They are under pressure to improve quality and be relevant to India's development needs. These various pressures show the democratic, bargaining, and market models at work. The Indian university thus needs a vice chancellor who is politically astute and yet a far-sighted activist to deal creatively with these pressures. The area of university administration merits further study and analysis if the academy is to be restored to its cherished ideas and purposes in a society caught in the vortex of change and development.

In the realm of welfare administration Mukkavilli Seetharam points out that the social service organisations are different from economic organisations by two fundamental characteristics: (a) their input and raw material are people with specific problems, and their production and output are human beings processed or improved in a predetermined manner, and (b) their basic objective is that of service, that is, to maintain and improve the general social health and wellbeing of the people. Thus productivity in social administration is influenced by a number of factors either directly or indirectly. Among these factors are: capital, training and health of welfare functionaries, the state of technology, style of management, organisational climate, social attitude to work and welfare, and attitude towards change and innovation. Organisational structures have seldom been examined in social administration to know why they actually discourage productivity. Similarly, the base of capital formation has been a cause of concern in social welfare. To improve productivity in social welfare administration, Seetharam outlines some of the measures which he thinks are very necessary. These are: (a) provision of infrastructural facilities; (b) improvement of working conditions; (c) upgrading of

skills of workers and training of people; (d) improvement of health and nutrition as well as living conditions; (e) adoption and adaptation of new technologies; (f) expansion of research and development facilities; (g) strengthening of planning, implementation and monitoring procedures in social welfare; (h) effecting savings through reduction of wasteful expenditure; (i) better quality control; (j) design of systematic information system with reliable and measurable indicators of performance; and, finally, (k) creation of productivity consciousness among the administrators, agencies and citizens. In the ultimate analysis, he observes, the rapid advances in science, technology and management hold out promises and hopes for solving the challenging problems of social welfare administration. Adoption of these discoveries to social administration is beset with problems. Thus there is need for generating suitable methodologies and constructing appropriate indices for measurement of productivity in social welfare administration which otherwise often turns out to be amorphous in its impact giving rise to disenchantment and tensions while the welfare measures are intended to ameliorate and contain the present or potential situations of inequity and conflict.

In the next article 'Management by Objectives and Productivity', R.T. Jangam attempts to correlate the philosophy of management by objectives to productivity. In his analysis, objective formulation and objective assessment are the central tasks to be understood and performed by all in a department of administration or undertaking, which pinpoints to the need of delegation of objective formulation, and objective achievement to the various levels. The tasks of objective formulation and objective achievement cannot be left only to the top managers but have to be shouldered appropriately widely. Since administrative or production processes can be so advanced and complicated that it is humanly impossible for a single

individual, however well-educated, to be conversant with the intricacies of the various processes or technologies involved, it becomes essential to decentralise and delegate the objective formulation and objective achievement tasks to the lower levels as well. It seems, therefore, that for greater productivity, the philosophy of MBO will have to be extended and applied in a manner that our managers would be required to play a more creative, energetic and imaginative role. While theoretically it seems quite neat, the difficulties materialise in actual working which have to be visualised and tackled with vision and realism.

Y.L. Nangia in the subsequent article has taken up the concept of manpower planning and development of human resources as a key to productivity in public administration. In his opinion, manpower planning is essential both at the macro as well as micro level. In the manpower planning process three things have to be taken complementary to one another. The first consists of careful and systematic examination of the existing workforce, the second is the actual forecasting element, and the third consists of plans, policies and programmes based on the results of the earlier two. Such a series of steps, Nangia believes, can make a practical contribution not only to an effective manpower management but also to the productivity of any organisation inasmuch as losses and inefficiencies arising out of a lack of appropriate manpower at appropriate times could be avoided. Thus he comes to the conclusion that manpower planning process in an organisation should have an analytical framework within which manpower managers of the organisation can fully assess, explore and react to the situation they face, taking account of all the constraints and opportunities present. While discussing this subject we feel that it is very important to analyse and understand as to why these have been in most of the developing countries frequent and fairly wide mismatch between developmental needs and manpower development

and why correct lessons are not always learnt.

In the last article, 'Productivity in the Public Sector: A Look at Some of the Obstacles', Arie Halachmi attempts to identify the nature of some of the built-in obstacles at productivity in public agencies. According to him, productive behaviour results from the separation of individual responsibility for results and the level of his compensation. Lack of a theory or a model for relating the value of input and output in the public sector is a disincentive for the efficient use of resources, apart from other disincentive, evolving from the public tendency of judge results independently from economic value, and the fact that during election time what counts are the results of the administrative action, *i.e.*, the reputation that it earns rather than the economic cost. Halachmi believes that productivity in public sector can be improved in marginal terms only since the cumulative impact over time is likely to be insignificant. Hence he emphasises more effort to be spent to foster action within individual agencies and in assisting managers and employees to acquire the necessary skill for higher productivity. One of the things that may help managers in this respect is a theory, a model, or guidelines for figuring out and relating the value of the input and output of their activities. Such an instrument can be developed only by closer and more frequent collaboration between academicians and practitioners. The movement of productivity requires administrative insight, garnering of experience in the field, along with conceptual abilities and long-range thinking.—*Reproduced from editorial.*

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MINIS, management information system for ministers in the Department of the Environment, was introduced by Michael Heseltine in 1980. The article summarizes the main features of the system and analysis some of the issues arising from its introduction, in particular, whether it is likely to be adopted by other government departments or public bodies. The reasons offered by departments as to why it is difficult to transfer are examined, together with other factors which are likely to inhibit transfer to other public sector bodies. The mechanism for promoting the spread of such systems is also discussed. The conclusion is that MINIS ought to be considered by other bodies and it has almost certainly already had some impact on systems elsewhere in central government, but without a central initiative, more widespread adoption is on past evidence unlikely, although parts of it may be adopted.—*Reproduced.*

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Despite the growing activity and interest, the literature of public administration and political science has been largely silent on the subject of internships. Internships are likely to realise their full potential only after we undertake systematic reflection and analysis regarding their goals and methods. Evaluation of internship programmes is necessary to determine the worth of existing efforts, to assess the effectiveness of current educational policy, and to maximize the practical and educational carry-over from these programmes on the individual student participants. This article is an attempt to outline an approach for the evaluation of internship programmes.

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A vast majority of managers in our country are somewhat indifferent towards matching the fit between their taste and the nature of the job that they are holding. In this paper, the author has observed that the technocrats seem to be expressly dissatisfied with the jobs that they hold. Unlike generalists, their areas of occupational specialization are very narrowly defined. The situation is somewhat better in terms of quality contents of jobs as somewhat higher number of managers have found their jobs challenging and interesting. Once again, technical functionaries lag behind in this respect. As for status, in absolute terms, a large number of all the categories of managers have reported dissatisfaction with their status in the organisation. Comparatively, 'middle managers' are more dissatisfied with 'lower middle managers' and 'technocrats,' are distinctly dissatisfied vis-a-vis 'generalists'. The author, therefore, suggests that middle managers must be carefully placed on the jobs of their liking, especially that hold challenge for their capabilities. As for status, neither all the managers can be promoted, nor all of them may be deserving. But each organization in the interests of all concerned, must make clear the avenues of promotion so that managers prepare themselves to the reality. In suitable cases they must be encouraged to emigrate. All this points out towards the need of effective career counselling.—*Reproduced.*

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LOCAL GOVERNMENT

PAGE, ED. The value of local autonomy. Local Government Studies, 8(4) July-Aug. 82, p.21-42.

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Local government is or should be an important force for stability, flexibility, and accountability in the provision of local services. While the advocates of local autonomy want central departments to withdraw, the centralisers want to "bring local government under control" by placing tight financial and managerial controls. Central-local relationship is

extremely important not only for the effective provision of public services but for the workings of the British democracy. The sheer severity of the expenditure cuts spells a run-down of many local services and the local authorities can reasonably argue that they have been made the whipping boys for public economy. The author has suggested some principles for the creation of a more stable and balanced centre-local relationship.

LOCAL TRANSPORTATION

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MOVING PICTURES— CENSORSHIP

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MUNICIPAL FINANCE

JACKSON, PETER M., JUSTIN MEADOWS and ANDY P. TAYLOR. Urban fiscal decay in U.K. cities. *Local Government Studies*, 8(5) Sept.-Oct. 82, p.23-43.

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The revenue finances of local authorities are debated both within and outside local government circles. Apart from anxiety about an inadequacy of funds there is anxiety regarding implications of the growth of local authority spending for the national economy. This article is an attempt to clarify the situation and comment on some local authority problems and suggest possible ways to alleviate them. The revenue accounts of South Tipperary County Council are analysed. The analysis indicates inordinate restriction on the growth of the funds required for what local authorities would see to be the most important of their functions.

MUNICIPAL GOVERNMENT

KHAKKEE, ABDUL (Univ. of Umea). Planning and structural reform in municipal government. *International Journal of Public Administration*, 4(1) 82, p.1-22.

This article identifies a widespread problem, namely, the need for structural reform in municipal government to accommodate the planning function. Administrative reforms have been marginal and have not taken into consideration the systematic properties in the municipal government machinery. Research on public administrative reforms is fragmentary and does not provide uniform and concise policy recommendations. The article presents a phasing strategy which makes it possible to study structural reforms in municipal government to better accommodate the planning function. It discusses structural reforms for each of the proposed four planning phases. The discussion is then extended to co-ordination of physical, economic and social dimensions of municipal planning.—*Reproduced*.

KNOKE, DAVID (Indiana Univ.). The spread of municipal reform: temporal,

spatial, and social dynamics. *American Journal of Sociology*, 87(6) May 82, p.1314-39.

The adoption of commission and managerial administrative structures and their subsequent abandonment by the 267 largest American cities during the period 1900-1942 is studied using event-history methods. Full-period equations show no significant direct effect of percentage Catholic (culture clash) or population size (hierarchical diffusion) and only a modest impact of city age (modernization). A strong effect from average annual manufacturing wages is found, but in a direction contrary to that posited by the class-conflict hypothesis. The variable affecting transition rates most strongly appears to be regional adoption percentages, an indicator of neighborhood diffusion. These findings suggest revisions of the conventional image of the municipal reform experience.—*Reproduced*.

MORLAN, ROBERT L. (Univ. of Redlands). Sub-municipal governance in practice; the Rotterdam experience. *Western Political Quarterly*, 35(3) Sept. 82, p.425-41.

The City of Rotterdam, virtually unique in having decentralized significant decision making as well as administrative authority to elect sub-municipality councils, provides a case study of practical experience highly relevant to the continuing controversy over whether such steps are an effective means to achieve more democratic accountability and a high level of citizen interest and participation. Sub-municipalities have made their greatest impact through rendering services to the public at a convenient neighborhood level. Their ability to resolve many purely local problems as well as to press broader policy proposals effectively upon the city government, have likewise met with favourable response. Yet if there is to be true discretionary authority at the sub-unit level, another democratic goal is threatened: uniformity

of services and equal treatment of citizens throughout the city. A common public fear is that the decentralized units will be merely another layer of bureaucracy blocking access to the real seat of power. There is little evidence to date of greatly increased citizen participation, but popular support for the new system appears to grow as public experience with it lengthens.—*Reproduced.*

MUNICIPAL SERVICES

AXELROD, REGINA A. Decentralized service delivery: role of the district manager. *Calcutta Municipal Gazette*, 100(8) 4 Sept. 82, p.2594-2601.

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OFFICE EQUIPMENT

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OMBUDSMAN

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GWYN, WILLIAM B. (Tulana Univ., New Orleans). The ombudsman in Britain: a qualified success in government reform. *Public Administration*, 60(2) Summer 82, p.177-95.

The Parliamentary Commissioner for Administration has not been the dismal failure forecast by critics at the time the office was established in 1967. One alleged defect—not criticizing the substance of administrators' discretionary decision—is characteristic to a large degree of other admired ombudsmen. Recruiting the Commissioner and his investigators from the civil service has not had expected harmful effects. On the other hand, the office has fallen short of the performance of other ombudsmen with regard to the public's access to the Commissioner (the MP filter), the efficiency of his investigative methods, and certain limitations on his jurisdiction. Failure so far to remove these defects appears to be the result of inadequate comparative research and analysis in support of reformers' proposals, the overly cautious and consensual style of civil service policy formulation, and opposition from members of existing institutions (MPs and the officers of civil service unions) who mistakenly believe that their complaint handling activities are threatened by proposed changes.—*Reproduced.*

STIEBER, CAROLYN (Michigan State

Univ.). Talking back: states and ombudsmen. *State Government*, 55(2) 82, p.40-2.

Small but growing numbers of ombudsmen have been entrusted with the delicate task of investigating and, when necessary, talking back to bureaucracy. Independent of hierarchical pressures, they serve as watchdogs over the equity as well as the legality of many bureaucratic actions. The scale and scope of ombudsman responsibility vary widely. The institution of ombudsmen as it exists in United States is briefly explained. Though style and substance naturally differ among individuals, several characteristics are common among those with the title ombudsman. Governmental units as they depend on citizen support for their continuance, can surely expand upon the ombudsman idea to their advantage.

ORGANIZATION

✓ **BOZEMAN, BARRY.** Organization structure and the effectiveness of public agencies. *International Journal of Public Administration*, 4(3) 82, p.235-96.

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ORGANISATIONAL CHANGE

MICHAEL, STEPHEN R. Organizational change techniques: their present, their future. *Organizational Dynamics*, 11(1) Summer 82, p.67-80.

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GREEN, FRANCIS. Occupational pension schemes and British capitalism. *Cambridge Journal of Economics*, 6(3) Sept. 82, p.267-83.

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PERSONAL TAXES

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PERSONNEL—LAYOFF

HIRSCHHORN, LARRY. Firing good people. *Public Welfare*, 40(3) Summer 82, p.9-15.

PERSONNEL—SELECTION

BAKER, DOUGLAS D. and **DAVID E. TERPSTRA.** Employee selection: must

every job test be validated? *Personnel Journal*, 61(8) Aug. 82, p.602-5.

PERSONNEL, MUNICIPAL

FOX, LOUIS J. and HUGH R. CATHERWOOD. The reorganization of personnel management in the city of San Antonio. *Public Personnel Management*, 11(2) Summer 82, p.104-11.

GREENE, KENNETH R. Municipal administrators' receptivity to citizens' and elected officials' contacts. *Public Administration Review*, 42(4) July-Aug. 82, p.346-53.

PERSONNEL, PUBLIC

GRAHAM, HARRY (Cleveland State Univ.). Arbitration results in the public sector. *Public Personnel Management*, 11(2) Summer 82, p.112-17.

During the past twenty years the phenomenon of collective bargaining in the public sector has become an established feature of industrial relations in the United States. As the union staff are often more experienced in collective bargaining, the unions have an advantage over its management part in the early stages of the collective bargaining relationship. With the passage of time, the public employer will develop expertise in labour relations and the union "win rate" in arbitration cases will decline. The results of arbitration during the 1970s indicate that such a development is occurring.

SMITS, WILLIAM H., JR. (Golden State Univ., San Francisco). Personnel administration: a viable function in government. *Public Personnel Management*, 11(2) Summer 82, p.91-103.

This article addresses a deep-rooted problem presently facing government. This paper supports the supposition that many problems currently facing government exist since the function of Public

Personnel Administration (PPA) is neither understood nor accepted in the overall administration of government. A brief history of PPA is provided, followed by an examination of PPA at both a micro and macro level. Challenges facing PPA in the future are considered in the context of the merit system, professionals and the need for acceptance of the political implications of this field. The universality of PPA as a governmental structure is focused upon, in a call for increased emphasis on a macro view, with a corresponding expanded micro view of this field in providing an affirmative response to the question posed in the title of this work.—*Reproduced.*

PERSONNEL, PUBLIC— EMPLOYEE RELATIONS

MCCARTHY, TERRY. (Capricornia Institute of Advanced Education, Rockhampton). Productivity bargaining in the Australian public sector: a case study. *Australian Journal of Public Administration*, 41(2) June 82, p.175-91.

Standard hours of work have been relatively uniform throughout the work force in Australia. Reductions have occurred only after careful consideration by the industrial tribunals and/or the parliaments. Provision of special treatment in this matter for particular groups of employees has been limited. The use of productivity bargaining techniques to secure reduced standard hours of work for a relatively small proportion of the work force—as occurred in the public sector in the mid-1970s—represented a significant departure from previous practice. This is a study of the first of these cases which, in effect, set the ground rules for a series of similar cases conducted later within the Commonwealth public sector. It sets out the steps which were necessary to have the productivity agreement accepted and points out novel features which arose in the application of the productivity bargaining technique.—*Reproduced.*

PERSONNEL, PUBLIC—PAY PLANS

MANARIA, RAJENDRA KUMAR. Salary differentials: an inter-state comparison. *Economic Times*, 5 Oct. 82, p.7.

SMITH, SHARON P. Prospects for reforming federal pay. *American Economic Review*, 72(2) May 82, p.273-7.

PERSONNEL, PUBLIC—STUDY AND TEACHING

CHAUHAN, D.S. (Bowling Green State Univ.) Education for public personnel management: some thoughts on curriculum development and pedagogical aspects. *American Review of Public Administration*, 15(2) Summer 81, p.143-66.

This paper attempts to provide an academic perspective on education for public personnel management with a judicious blend of knowledge, skills and value-oriented contents. More specifically its purpose is to: (1) examine the changing role of public personnel managers and their environment, (2) provide a reality-oriented educational perspective identifying substantive learning contents; and (3) identify the relative effectiveness of various delivery methods.

PERSONNEL, PUBLIC—UNIONS

DICKENSON, MARY (Australian National Univ.). Profile of a public service union: the ACT branch of the Administrative and Clerical Officers' Association. *Australian Journal of Public Administration*, 41(2) June 82, p.159-74.

The ACOA is now the largest union in Australia whose members are exclusively engaged in public employment; and the ACT branch, with some 12,000 members, is the largest in the union. Over the past twenty years the association has been in the process of transforming itself into an organization more like an orthodox trade union. This process has accelerated during the past decade, with the adoption

of certain types of sanctions to support endeavours for the attainment of its goals. While this change has been occurring throughout the ACOA its progress has not been uniform within its eight branches. When it comes to engaging in direct industrial action, the ACT branch is usually at variance with other branches, preferring to adhere to established principles of conciliation and arbitration. The predominantly higher-paid, career conscious members in the ACT see less need to use aggressive bargaining tactics than their colleagues elsewhere—*Reproduced*.

POLICE

IGBINOVIA, PATRICK EDOBOR. Recruitment problems of the Nigerian Police. *Indian Police Journal*, 28(4) Apr.-June 82, p.42-50.

JATAV, H.C. Man management in police organisation. *Indian Police Journal*, 28(4) Apr.-June 82, p.2-6.

JHA, SUDHIR KUMAR. Management of change: its relevance to police. *Indian Police Journal*, 28(4) Apr.-June 82, p.37-41.

KRISHNA, K.P. and M.Z. KHAN. Personal, familial and interactional antecedents of adolescents' attitude towards police. *Indian Journal of Psychology*, 55(3-4) Sept.-Dec. 80, p.138-56.

MARENIN, OTWIN. Policing African states: toward a critique. *Comparative Politics*, 14(4) July 82, p.379-96.

MAXFIELD, MICHAEL G. (Indiana Univ.). Service time, dispatch time, and demand for police services: helping more by serving less. *Public Administration Review*, 42(3) May-June 82, p.252-63.

This paper examines how information routinely collected by urban police departments may be used to monitor the performance of the patrol response unit

tion. Data from one large city are used to examine the problem of delay in responding to citizen requests for police services. Alternative solutions to this problem are discussed, focusing on the management of the patrol force through increased screening of incoming calls for service and more aggressive monitoring of patrol units by communications personnel.—*Reproduced.*

MEHRA, AJAY K. Dealing with police unrest. *Mainstream*, 21(12) 20 Nov. 82, p 23-5.

MEHRA, AJAY K. (Centre for Policy Research, New Delhi). Revamping Indian police. *Administrative Change*, 8(1) July-Dec. 80, p.77-88.

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There have been significant changes in public administration over the past thirty years, both internal to Whitehall and in its relationship to the outside world. The author offers a personal assessment based on his working experience. By taking a series of 'landmark' reports published over that period he charts the extent to which they influenced, or reflected, changes in the character and style of public administration and in the general climate of public opinion within which the civil service works. He concludes that Whitehall today is better equipped than it used to be in its range of professional expertise and management techniques, but that it also faces a more sceptical and demanding audience. The next ten years may see the development of a style of public administration in which the traditional administrative skills are merged with the newer managerial concern for efficiency and effectiveness. But greater competence also requires improvements in the ways in which policy is formulated and its effects evaluated.—*Reproduced*.

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PUBLIC ADMINISTRATION - STUDY AND TEACHING

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This article examines the state of undergraduate public administration through an analysis of a survey of schools in the National Association of schools of Public Affairs and Administration (NASPAA) with undergraduate programs. The survey was based on a fourteen page questionnaire covering topics from background of faculty to required courses.

The results confirm the diversity of the field. The diversity reflects both tensions between liberal and professional education and the inability of American public administration to develop a stable academic base. The article concludes with recommendations for how public administration can handle the diversity and facilitate the development of undergraduate programs.—*Reproduced.*

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The capture model and the interest group model have long dominated our thinking about the regulatory process. A study of the public utility regulation in twelve states challenges their supremacy. Perceptual measures of influence, obtained from interviews with 284 public utility regulators, utility company executives, and public advocates, reveal the inadequacies of the prevailing models. The interest group model blurs the distinction

between activity and influence, while the capture model blurs the distinction between influence and control. Alternative models, including an organizational model and a surrygate representation model, are more satisfactory, though the applicability of each model varies from state to state.—*Reproduced*.

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RURAL DEVELOPMENT

ACHAR, S.K. What integrated rural development is about? *Kurukshetra*, 31(3) 1 Nov. 82, p.9-11.

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Careful measurement of rural development programmes is necessary to distinguish between success factors and others. Change toward more modern institutions must include the whole society, villagers as well as urbanites. Efforts must be made to discover the most suitable application of a given problem-solving concept to a particular setting. Some important lessons applicable to India's development are drawn from some development successes and failures in rural India. The important characteristics of five programmes, all operated by foreign personnel are presented in the tabular form. The programmes which foster self-help problem solving and citizen participation are most likely to succeed. Information about success and failure can be used to build up an effective development science. This science is in a very formative period at present and there is very little knowledge about the functions of a multipurpose village worker.

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tural Change, 29(2) Jan. 81, p.235-61.

✓ HOOJA, RAKESH. The developmental delivery system in a desert district. *Prashasika*, 10(3-4) July-Dec. 81, p.55-74.

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A National Institute for Training in Agro-Industrial Services should be set up to turn rural youth into blue-collared workers for agro-services, farm operations and agro-industries. In addition there is a need for training of rural entrepreneurs. A beginning will have to be made with the development of trainers and training material. It is difficult to discourage migration unless rural living conditions are improved. Though individually the purchasing power of the rural buyer is low, in aggregate he offers a vast market. Rural markets have to be developed. The institution of weekly markets in rural areas should be improved upon to increase its utility. In rural areas a petrol pump can be developed into an important base for marketing operations. The policy makers should give top most priority to short term solutions having favourable cost benefit ratio.

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PEOPLE'S participation in rural development programmes. *Kurukshetra*, 31(1) 1 Oct. 82, p.4-66.

Contents: Let the people build their own destiny, by S.K. Rau; Social justice and equity will ensure participation, by B. Sivaraman; DRDA's and banks can ensure participation, by A.R. Patel; participation and voluntary action, by M.V. Rajasekharan; Participation: some rambling thoughts, by V. Krishnamurti; Socio-economic structure should change first, by Balraj Mehta; They show the way, by R. Hali; People's participation: the communication factor, by N.L. Chawla; The imperative of participation, by J.D. Sethi; Revive local institutions to ensure participation, by P.R. Dubhashi; Proper implementation would ensure participation, by G.P. Jain; Manpower utilisation aspect of people's participation, by M.C. Verma; Let's leave it to people's better judgement, by Surinder Sud; People's participation: do we mean business? by Bunker Roy; Only a good rapport will ensure participation, by H.T. Khuma; The 'way' and the 'how' of people's participation, by G. Trivedi.

✓ RAO, V.M. Rural development personnel: location status and development characteristics. *Economic and Political Weekly*, 17(42) 16 Oct. 82, p.1691-6.

Village-based personnel are the implementing arm in the field of State intervention in the rural area to promote development. The results of the author's study indicate that the personnel need to be substantially expanded in number, made more broad-based and dispersed beyond the large-size villages. This, in turn, requires a fresh approach to building up personnel involving departures from the prevailing systems of selection, recruitment, etc, adjusted to the urban setting and conditions.

An indicator of some hope is the responsiveness to development shown by village-based personnel who are mostly of rural origin. However, their effectiveness in the field would depend in the final analysis on the strength of the planning system's commitment to rural development and the extent to which the target groups get mobilised to obtain a focal place in the development programmes.—*Reproduced.*

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The purpose of this article is to find out suitable ways for linkages among panchayat samitis, cooperatives and voluntary organisations in planning, implementing and monitoring various development programmes in rural areas.

Baramati panchayat samiti in Pune district of Maharashtra has been selected for an indepth study. Survey research method supplemented by a few case studies were the tools for this paper. The analysis is based on primary and secondary data collected from the beneficiaries and the concerned organisations. Some conclusions are drawn after examining the existing linkages and the types of advisable linkages.

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Contents: Editorial; Social science and the myth of administrative modernisation, by M.J. Balogun; The use of social science in policy analysis and development in Nigeria, by O. Adamolekum; Perspective on public policy and social research in rural development in Nigeria, by A.G. Onekerhoraye; Social research and social policy: the reform of Nigerian local government system, by Dele Olowu; Data gathering and social research in Nigeria, by G.P. Uwujaren; Management in Nigeria: a conceptual analysis, by H.N. Nwosu; Selection of population data base from the votes cast in the 1979 federal election by A. Adewuyi and J.A. Egbigbola.

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Training is the most important tool to secure administrative improvement. It involves a new way of doing things and implies discarding of old attitudes and values that currently characterise the administrative culture. A proper view as to the role of training in improving administrative capability is called for. Training, to be effective, has to come to grips with the problems of people-in-life and thus achieve much more than fear of authority can. After all, it is the people who spend most of their career at the grass-roots level, actually implementing programmes, who are most in need of training. The basic objective of training is to equip development administrators for their tasks so that they become more effective in achieving development goals.

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Development is now seen as an internal process engaged in by willing and self-motivated individuals and communities propelled by inner energies and the will to improve their lot. This paper attempts to analyse the need for training of trainers of community development extension staff for government ministries and non-governmental organisations. It synthesizes experiences from consultations, observations and discussions held during a feasibility survey of training activities in ten Eastern African countries and three subsequent regional meetings between training experts, policy makers, planners and international donor agencies. Current practices and constraints are analysed as a backdrop for future trends in programming for training of extension workers in communications for community development.

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The author describes a pilgrimage of discovery as one of Jawaharlal Nehru's aides, and how the twin concepts of Panchayati Raj and Sahakari Samaj were born out of that tour. He recalls Nehru's excitement at a potential revolution that would allow villagers to plan for their own future, and the enthusiasm with which the Prime Minister created the necessary organisational structure, from the Centre down to each one of the 5446 blocks. The author recounts the bureaucratic heartburn and political resentment provoked by these reforms, and describes how a mission that Nehru fervently believed in was scuttled by his successors. Tracing the historical background of the degeneration that is evident in all aspects of Indian life, the author claims that Mrs. Gandhi alone can take up the people's cause and restore a sense of constructive concern to public life. The author hopes that an honest attempt to realise Nehru's mission may still save India and offer a proud example to the rest of the developing world.

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The system of a Panchayat for a village or a group of villages has been in existence in Kerala even before its formation in 1956. The Kerala Panchayat Act, 1960 empowers government to declare any village or a group of adjacent villages or portions thereof to be Panchayat area. There are one thousand panchayats covering the entire rural area of the State. The issues discussed are: administrative

set-up, functions and powers, financial resources, etc. After the 1979 elections to the panchayats, the Government of Kerala framed a seven-point programme to improve the panchayats by providing them some amenities. The expenditure on public works is the single important item of expenditure next to establishment charges. A unique feature is the establishment of the Kerala State Rural Development Board. It has been quite active in providing water supply schemes; construction of market complexes, etc. for the panchayats through institutional finance raised by it.

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BOOK NOTES

ALLAN, PETER. Public personnel and administrative behavior: cases and text, by Peter Allan and Stephen Rosenberg. Monterey, Calif., Duxbury Press, 1981. 238p. \$ 13.45.

This book is divided into eight chapters with introductory comments for each of them. The first chapter deals with personnel selection and is split into two sections: (1) selection methods and procedures, and (2) equal employment opportunity problems. The cases in chapter two consider some problems organisations may have in assigning and placing people after they have been selected for employment. Third chapter presents cases in motivation and incentives. Fourth chapter contains problems in performance evaluation, discipline and lay-offs. The cases in fifth chapter highlight some training and development problems. The conflicts between line and staff departments and units are described in the cases covered in sixth chapter. Chapter seven focuses on employee relations. The final chapter provides a variety of situations portraying the difficulties that accompany attempts to bring about organisational change. A series of questions is presented at the end of each case to guide analysis and discussion.

BARNETT, ANDREW. Rural energy and the Third World: a review of social science research and technology policy problems, by Andrew Barnett, Martin Bell, and Kurt Hoffman. Oxford, Pergamon Press, 1982. 214p. \$ 36.00.

This book provides researchers and policy makers with a bibliographic guide to the most valuable literature sources concerned with rural energy in developing countries, placing emphasis on the social science aspects of the problem rather than discussing the more technical or scientific sources. Two long introductory chapters identifying a number of themes relevant to the understanding of the energy needs of rural people in the Third World, and how these can be met, are followed by an annotated bibliography of over 200 entries from the most recent and easily-available sources. Every entry critically evaluates the research approach and results of each item of literature and records both its geographic focus and the extent of its empirical content. The research on which this book was based stems from a joint initiative of the Science Policy Research Unit of the University of Sussex and the International Development Research Centre of Canada.

BASU, PRAHLAD KUMAR. Public enterprises: policy, performance and professionalisation. New Delhi, Allied, 1982. 99p. Rs. 40.00.

The titles of the two papers published in this volume are: "Linkage between policy and performance; empirical and theoretical considerations on public enterprises"

mixed economy LDCs", and "Education and training for public administrators in the Asia and Pacific region; issues for in-depth analysis." Two aspects linked with public enterprise policy are, how to keep up the performance and how to professionalise managerial cadres. This book provides an insight into these problems and puts forward some proposals to restructure public enterprises strategy.

CHALAPATHI RAU, M. Indian drama: traditional societies in transition. New Delhi, Allied, 1982. 240p. Rs. 60.00.

This book of essays traces the transition of the traditional, slow-moving societies, which have inhabited the Indian subcontinent, into a modern nation state. India is still a nation-in-the making and the nation-building process goes on as national integration becomes closer. The writer tries to discuss as many aspects of the process as possible. He arrives at the present state of Indian democracy and traces its problems to their roots in ancient and medieval India. He tries to assess India's place in the world by discussing various facets of her relations with different parts of the world. The result of this approach is a new treatment of Indian problems in their historical, political, social and economic context.

CHATURVEDI, H.R. Citizen participation in rural development, by H.R. Chaturvedi and S.K. Mitra. New Delhi, Oxford and IBH, 1982. 127p. Rs. 62.00.

In India despite the rhetoric of people's participation since the days of community development, the general atmosphere both political and bureaucratic, has been one of apathy and sometimes even hostility. Even so, people's participation in development remains an important tenet of official policy in the Plan documents and outside. A new institutional framework had to be developed to involve the people in the process of development. What is the nature and extent of involvement of the people, particularly in the institutions of Community Development and Panchayati Raj? This study is an enquiry into the nature and extent of people's participation in development. It is based on two districts of the country from two different socio-cultural regions: Surat in Gujarat and Dhenkanal in Orissa. This book is published under the joint auspices of Centre for Policy Research and Centre for the Study of Developing Societies.

DESAI, B.M. Group lending innovation for rural areas: a pilot study. New Delhi, Oxford & IBH, 1982. 28p. Rs. 20.00.

Under group lending innovation, loans provided to a group of people are guaranteed by all the members of the group unlike the loans provided to each individual on a mortgage or a third party guarantee. This study examines the conditions under which group lending can be considered a financial innovation from the viewpoints of both the lenders and the borrowers. Both conceptual and empirical analyses are carried out to examine such potential advantages as lower default risks, lower unit borrowing costs, and other scale economies associated with the group lending. The study shows that these advantages can be realised by both the banks and the farmers if the clients selected for each group are homogeneous in respect of their location from the bank, technology of production, farm size and so on. This publication is Monograph No. 89 of the Centre for Management in Agriculture at the Indian Institute of Management, Ahmedabad.

DESAI, B.M. Project approach in agricultural financing: a study of the Gujarat State Cooperative Land Development Bank, by B.M. Desai and Y. Narayana Rao. Ahmedabad, Indian Institute of Management, 1981. 64p. Rs. 75.00.

In spite of the fact that rural finance has been a widely researched area, literature on contextual application of project appraisal concepts and techniques to rural financing operations at an individual bank level is limited. This study attempts to fill this gap and brings out the nature of details required to be adapted for applying these concepts and techniques. These details largely pertain to technical and, more importantly to managerial, organisational, commercial, and economic aspects of rural finance project formulation and implementation. It not only looks at the Policy implications of the suggested changes for a cooperative land development bank, but also suggests measures of operational significance, including a manual providing a checklist of aspects and issues involved in promoting project approach in agricultural finance. This book is the outcome of a research project undertaken by the Centre for Management in Agriculture at the Indian Institute of Management, Ahmedabad.

DWIVEDI, R.S. Management of human resources: a behavioural approach to personnel. New Delhi, Oxford & IBH, 1982. 499p. Rs. 60.00.

The behavioural science approach to the management of human resources involves an interdisciplinary scientific study of human behaviour, and provides a sound platform for an in-depth understanding of the subject. The behavioural science approach, on which this book is based, assumes that human behaviour is marked by: (1) non-relationality and diversity of motives, and (2) numerous significant psychological and sociological determinants. Also, the approach pleads that informal system, group conflicts, and internal, interactive human processes must be understood to effectively resolve human problems in organisational settings. This book integrates the theories, principles and applications of specific behavioural disciplines to provide an in-depth understanding of the subject, and incorporates the invaluable practical experiences of practising managers. The book adapts a systems viewpoint, thereby projecting a cohesive, organic "whole" consisting of interrelated and interdependent facets examined through nine chapters. Topics considered include manpower policy and planning guidelines, recruitment processes, training and development of human resources, performance appraisal, compensation systems, etc.

EADE, DAVID, ed. Information systems in public administration and their role in economic and social development, ed. by David Eade and John Hodgson. Amsterdam, North-Holland, 1981. 475p. D.Fl. 100.00.

This collection of papers arises out of an international seminar organised by the Data for Development Association with the co-sponsorships of Unesco and the International Federation for Information Processing. The seminar took place from 17-23 June 1979 in Chamrousse near Grenoble, France. Its aim was to discuss under the general theme, the organisation of information and the management of data resources in government, with special attention to the needs of development planning. The proceedings are presented in two parts, part one containing the contributed papers presented in plenary session, and part two the contributed papers presented in the working group sessions, together with the final reports prepared by the working groups.

ENYEDI, GYORGY, ed. *The effect of modern agriculture on rural development*, ed. by Gyorgy Enyedi and Ivan Volgyes. New York, Pergamon Press, 1982. 330p. \$ 32.50.

This volume in the series on comparative rural development deals with the role of agriculture in the process of rural transformation. It attempts to examine the interchange between the social and technical elements of change by focusing on the alteration of societal and settlement changes, on the one hand, and on the alterations of technology, industrialisation, and integration of production, on the other. The authors of the individual chapters address these topics by trying to illustrate how the various processes of change have affected the experiences of various states at all levels. The book is divided into five sections: (1) Social changes, the modernisation of agriculture, and the process of rural transformation; (2) Modernizing agriculture and the rural settlement pattern; (3) Agrotechniques and rural change; (4) The industrialisation of agriculture and villages; and (5) Agro-industrial integration and rural transformation. The chapters for this volume were specifically commissioned and were delivered in paper form first at the Fourth International Meeting organised by the Commission on Rural Development of the International Geographic Union. They were orally delivered in Szeged, Hungary in 1979 and edited at the University of Nebraska, under the auspices of the Graduate Program on Comparative Rural Transformation of the University.

GANDHI, J.S. *Lawyers and touts: a study in the Sociology of legal profession*. Delhi, Hindustan, 1982. 174p. Rs. 65.00.

This study is concerned with the legal profession, *i.e.*, with lawyers practising at the Gobindgarh District courts in Punjab. Its purpose is to obtain an in-depth understanding of the social framework of legal practice at a district court and also to identify some of the processes that sustain its functioning and operation. There are certain categories of individuals who mediate between lawyers and clients and bring business to the lawyers for monetary considerations. An attempt is made in this study to identify the nature and social background of all these business promoters called "touts" and to examine the nature and extent of their contribution to the legal practice. The book can be divided into two broad segments. The first deals with reportings and theorisations as already existing in the area of legal profession, and the second contains data generated through field observations. The last chapter lists the main findings and attempts to interpret them in the context of contemporary theory of sociology of professions. This is a revised and modified version of doctoral thesis completed in 1978 at Jawaharlal Nehru University, New Delhi.

HAWKER, GEOFFREY. *Who's master, who's servant: reforming bureaucracy*. Sydney, Allen & Unwin, 1981. 100p. £ 6.95.

In Australia, federal and state bureaucracies developed to carry out the will of governments democratically elected by the people. The public services expanded to solve problems and satisfy popular demands; now they have become a problem, serve demands on the government, and resist the popular will. This book investigates the complex relationship between the government, the parliament and the public services. It examines the prospects for 'open government' and 'freedom of information' and reveals the work of immensely powerful individuals within

the bureaucracy. It sets out lessons from the Whitlam government's ill-fated attempts to come to terms with the administrative structure, it inherited after a quarter of a century of conservative government. It offers a new political strategy to regain control over the bureaucracy to make it more responsive to the needs of the public it is supposed to serve.

INDIA. Rural Reconstruction, Ministry of Agricultural marketing in India, by S.C. Varma. New Delhi, the Ministry, 1981. 154p.

The economic value of agricultural produce can be realised by the producer only in an efficient agricultural marketing system. At present, most of the areas are not covered with an efficient network of markets with the result that thousands of producers have to remain content with unsatisfactory outlets for their marketable surplus. In such circumstances, the development of an efficient system of agricultural marketing can act as a catalytic agent for increasing agricultural productivity and farm income. The Ministry of Rural Reconstruction deals with various aspects of agricultural marketing. Certain schemes being implemented in this field are essentially of central character, but there are many others which are implemented with the cooperation of State Governments. In this booklet an attempt has been made to put together the major schemes and important developments related to agricultural marketing.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT. Agricultural price policies and the developing countries, by George S. Tolley, Vinod Thomas, and Chung Ming Wong. Baltimore, Johns Hopkins Univ. Press, 1982. 242p.

The purpose of this book is to analyse the intended and unintended effects of agricultural price policies and to present methods for measuring their magnitudes as a contribution to the formulation of future policies. The first of the book deals with experiences of Korea, Bangladesh, Thailand and Venezuela to show how goals have been affected by price policies. The analysis is carried out in quantified terms where feasible. It attempts to show what the major effects are, and not primarily to make policy recommendations. It also shows how the effects may differ, depending on a country's agricultural situation and stage of development. The second part provides tools for the analysis of price policies in any country. Basic considerations in measuring effects on producers, consumers, and government costs are first presented. These are then applied to interventions of distinctly different types, which are encountered partly because the countries are at very different levels of development. Analyses are given of differences between price supports and agricultural input subsidies, seasonal stabilisation, effects on adoption of new varieties, and how to handle interrelated commodities.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT. First things first: meeting basic human needs in the developing countries, by Paul Streeten and others. New York, Oxford Univ. Press, 1981. 206p.

This book is about one possible approach to helping the poor emerge from their poverty. It is about an approach that enables the poor to earn or obtain their "basic needs". The emphasis on meeting basic needs has been misinterpreted and abused and has aroused controversy and suspicion among groups across the spec-

trum of development thought. In this book Paul Streeten and his co-authors answer these critics. Based on the actual experience of various countries, their successes and failures, the book is a distillation of World Bank studies of the operational implications of meeting basic needs. The authors explore the feasibility of implementing such an approach as well as ways of measuring performance. Also discussed are the presumed conflict between economic growth and basic needs, the relation between the New International Economic Order and basic needs, and the relation between human rights and basic needs. There is a seven-page bibliography.

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT.

Food policy issues in low-income countries, by Robert Chambers and others. Washington, D.C., IBRD, 1981. 115p.

This paper considers food policy issues in Zambia, Bangladesh, and India from the viewpoints of short-term adjustment to the energy crisis and the longer-term effects of food policy on poverty, malnutrition, and food security. As a general conclusion the paper suggests that external pressures during the 1970s intensified problems of agricultural production and food supply, but that in none of the countries studied were such external pressures the cause for a serious food supply problem. This is World Bank Staff Working Paper, No. 473.

JAIN, R.B. Bureaucratic values in development: a comparative study of value orientation of bureaucracy engaged in developmental and non-developmental tasks, by R.B. Jain and P.N. Chaudhuri. New Delhi, Uppal, 1982. 320p. Rs. 120.00.

This empirical study makes an attempt towards a comparative analysis of the role-perceptions, values, attitudes, orientation and behaviour of the field bureaucracy in India engaged in developmental and non-developmental tasks. The districts selected for study are Morena in Madhya Pradesh and Patiala in Punjab. The study attempts to examine the theoretical dimensions of the socialisation process of bureaucracy, the socio-economic milieu in which it operates, the educational system in which it is brought up and the framework of its vision in which it works. The findings indicate that the bureaucracy engaged in developmental or non-developmental tasks share the same role perceptions and values. The structural characteristics of bureaucracy, *viz.*, hierarchy, division of labour, system of rules and impersonality are predominant in both segments of administration and do not necessarily present obstacles in the process of development. In order to orient the existing bureaucratic system to be able to subserve the needs of a development administration, the study suggests certain policy alternatives. There is a seven-page bibliography.

JONES, STEVE, ed. Rural poverty and agrarian reform, ed. by Steve Jones, P.C. Joshi and Miguel Murmis. New Delhi, Allied, 1982. 384p. Rs. 170 00.

This book results from a conference on "Basic Needs, Appropriate Technology and Agrarian Reform" held from 7 to 20 March 1979 in Dacca and Calcutta. The conference was one of a series of international meetings organised by ENDA (Environment and Development in the Third World), Dakar, Senegal, and brought together over 30 academics, planners and development workers from Asia, Latin America, Africa and Europe. "Green Revolution" development strategies have

succeeded in increasing agricultural output but have done little to meet the basic needs of the poor. This book critically evaluates the rural development and agrarian reform programmes attempted in a few carefully selected developing countries. Throughout, the emphasis is on the impact these policies have had on the rural poor and, in particular, on the way in which class alliances and conflicts within the countries concerned serve to inhibit or encourage the implementation of 'progressive' agrarian policies. The book begins with an introduction by the editors which analyses the trends in rural poverty in the Third World, the types of programmes that have been tried, and the politics of rural development and agrarian reform. The remainder of the book comprises fifteen country case studies.

KHAN, M.Z. Profile of a nyaya panchayat, by M.Z. Khan and Kamlesh Sharma. New Delhi, National, 1982. 149p. Rs. 65.00.

Through its informal working the nyaya panchayat dispenses justice inexpensively and expeditiously at the grassroots level and provides a meaningful way for people's participation in the administration of justice. These distinctive features of nyaya panchayats stand out when viewed against the backdrop of the prevailing judicial working. While the relative merits of the system of nyaya panchayats are accepted in principle by politicians, jurists, bureaucrats and citizens, the position as it obtains in practice, is a little different. The background of the office-bearers and the working of nyaya panchayats, during the preceding three decades, have inspired less confidence and more criticism. Are the panchas educated enough to handle the cases brought before them for adjudication? Do they have requisite training for dispensing justice? Is the nyaya panchayat working simple, inexpensive and expeditious to the desired extent? To what extent is the nyaya panchayat working politicised? Do the villagers in general, and litigants in particular, accept nyaya panchayat decisions? This empirical study attempts to answer these questions.

LLOYD, C.J. Innovation and reaction: the life and death of the Federal Department of Urban and Regional Development, by C.J. Lloyd and Patrick N. Troy. Sydney, Allen and Unwin, 1981. 282p. £14.95.

This book relates the history of a government department, the Department of Urban and Regional Development, created in 1972 by the Whitlam Labour Government in Australia. Its two authors were active participants in the creation and operation of the new department. Before the arrival of this Department, the federal government sheltered behind the claim that burgeoning problems of Australia's cities were beyond the government's constitutional responsibilities. This book describes how major resources of finance and skills were marshalled to confront these problems. The study describes the bitter conflicts which occurred within a bureaucracy which, accustomed to govern on behalf of a conservative legislature, faced the demands of a reformist government. It exposes the myth of the bureaucracy as a neutral servant, value-free and apolitical. It reveals the day-to-day limits to the doctrine of ministerial responsibility and to the shibboleth of the Westminster system. As far as possible the authors have presented the subject in a chronological order.

MANDAL, R.B., ed. Urbanization and regional development, ed. by R.B. Mandal and G.L. Peters. New Delhi, Concept. 1982. 512p. Rs. 170.00.

The concentration of population at one place due to migrational accretion of workers engaged in secondary and tertiary sectors gives rise to urban centres, urbanism and the continuation of the process of urbanisation. Urban places as growth centres and growth poles are closely associated with the urban oriented resource development, transport and communication lines, the availability of drinking water, higher defensible site, the nature of urban development, productive hinterland, and industrial establishments which are the essential elements of urban systems and regional development. This volume, a collection of papers, aims to investigate the growth of urbanisation and the planning process in developed and developing countries of the world so as to see whether the same is tenable for a longer time to come and with what consequences.

MANN, T.S. *Transfer of technology*. Bombay, Himalaya, 1982. 296p. Rs. 80.00.

This work is a law-oriented study of technology transfer in India. In this interdisciplinary study, besides socio-economic aspects, the role of law has been discussed with a view to suggesting a comprehensive law on the transfer of technology in India. The book describes India's experience of the transfer of technology agreements in the three decades of the post-independence period. It aims at finding out how far imported technology has helped in the process of the diffusion and assimilation of socially relevant indigenous technology development. It also studies technology import agreements with a view to suggesting how the law may direct this process of technology import in the economic interests of the nation. Other issues examined are: the legislative measures taken and procedures laid down to channelise the technology flow into the desired areas; pernicious effects of the patent system; restrictive conditions imposed in technology agreements; and the absence of any vital link between research and industry in India. One of the prominent suggestions is that an autonomous corporation be created for the transfer of technology by enacting a comprehensive law. There is a twenty-two-page bibliography.

MARSHALL, EDMUND. *Parliament and the public*. London, Macmillan, 1982. 142p. £ 15.00.

There is a widespread general belief that MPs are able to wield influence and rectify causes of grievance in all the workings of modern democratic society. There is much misunderstanding of the correct constitutional role of the MP in the life of the United Kingdom. Relatively few people are aware of the proper scope of an MP's responsibilities and influence. What exactly is the scope of an MP's responsibilities? This book by an experienced MP gives a first-hand account of what the job actually entails, with special reference to his work for his constituents. There is a detailed account of how parliamentary questions are arranged, and a resume of how Acts of Parliament are made. Recent major developments in the Select Committees of the House of Commons are discussed and there is a detailed description of exactly how a division takes place in the House of Commons. Another chapter describes how constituencies are created and rearranged. The final chapter discusses proposals for electoral reform and for the reform or abolition of the House of Lords.

NELSON, DANIEL, ed. *Communist legislatures in comparative perspective*, ed. by Daniel Nelson and Stephen White. London, Macmillan, 1982, 201p. £ 20.00.

Communist legislatures have normally been described in the West as 'rubber stamp' bodies that passively endorse everything the party or government proposes. The contributors to this volume, a distinguished group of students of communist politics drawn from both sides of the Atlantic, take issue with this view. Admittedly by the legislatures in the communist countries do not directly challenge the dominance of the ruling party. But they play an important role in representing and helping to integrate the diverse populations that elect them; they provide a forum for the discussion and sometimes the modification of major measures of public policy. In developing committee structure they provide a mechanism for the examination of draft legislation, for the consideration of national budgets and economic plans and for the oversight of government ministries which in some cases may be as effective as any that exists in many Western parliaments. The various chapters in this volume deal with the work of legislative bodies in a representative selection of communist states.

NIXON, BRUCE, ed. *New approaches to management development*. Aldershot, Hants, Gower, 1981. 111p. \$ 29.50.

This book is concerned with ways of helping managers develop and change which really work. To varying degrees the approaches described make use of: (1) Learning structures which support and encourage managers in their efforts to develop, bring about change and improve results; (2) Tutoring methods which operate at a deeper level than knowledge and skill. The sources of inspiration for the contributions vary considerably but they all describe exciting and unique approaches which have achieved practical results. All the contributors are interested in developing ways of working with managers which help them do a better job.

ORGANISATION FOR ECONOMIC COOPERATION AND DEVELOPMENT.
The Welfare state in crisis. Paris, OECD, 1981. 274p.

This is an account of the Conference on Social Policies in the 1980s. It was held in 1980. The rapid growth of social programmes in the 1950s and 1960s in OECD countries was closely related to high rates of economic growth and, thus, to the successful management of the OECD economies. The lower growth performance of the OECD economies since the early 1970s has disrupted the continuing extension of programmes and the growth of benefits, and in that sense put the Welfare State in crisis. The purpose of the Conference was to provide a diagnosis of this problem. First part of the publication contains proceedings and conclusions and papers contributed to the Conference sessions are presented in the second part.

PATEL, N.T. *Inputs productivity in agriculture, with an emphasis on irrigation and farm size*. New Delhi, Oxford & IBH, 1982. 226p. Rs. 65.00.

The first objective of this study is to examine the impact of irrigation and farm size on: (1) the investment on and utilisation of farm resources; (2) the levels of the use of inputs and outputs produced; and (3) the profitability of farming. The second objective is to estimate the production functions for some important crops and then (1) to examine the impact of irrigation and farm size on returns to scale and the marginal (physical and value) productivities of inputs, and (2) to deter-

mine the least-cost inputs combinations to suggest the optimum input-mix. This empirical study is based on primary data collected from Padra taluka in Baroda district of Gujarat.

PEIRCE, WILLIAM SPANGAR. Bureaucratic failure and public expenditure. New York, Academic Press, 1981. 319p. \$ 29.50.

Once a law is passed, under what conditions will the bureaucracy fail to give the political leaders exactly what they ordered? This book is an attempt to answer this question. It deals explicitly with the federal government of the United States in the current era. The literature survey that forms the basis of Part I roams widely through economics, political science, sociology, public administration, and various related bodies of knowledge. The route was defined by the objective of identifying the conditions predisposing to failure. The eleven brief case studies that comprise Part II are based on reports by the United States General Accounting Office. Part III re-examines the hypotheses developed from the literature in the light of the cases and other studies of implementation. The last chapter consists of ruminations on the implications of bureaucratic failure.

PILLAI, P.P., ed. Agricultural development in Kerala. New Delhi, Agricole, 1982. 256p. Rs. 150.00.

Agriculture in Kerala exhibits certain unique features which distinguishes it from agriculture in the rest of India. It contributes a greater share of State Domestic Product than its counterpart in the country as a whole. With its high pressure of population on land, relatively small holdings, comparatively high wage rates, cash crops dominated cropping pattern, high rainfall, relatively low percentage of area under irrigation, high intensity of cropping pattern, etc. Kerala's agriculture stands distinct from its counterpart in the rest of the country. This volume is a collection of papers discussed in a Seminar on 'Agricultural development in Kerala', organised by Kerala Agricultural University in 1981.

PRASAD, RAJESHWAR. Social administration (an analytical study of a State). Delhi, Shree Pub. House, 1982, 304p. Rs. 150.00.

This study analyses the public welfare structure and programmes in Uttar Pradesh, in a historical perspective. The analysis of selected programmes and administrative structure of the Directorate of Harijan and Social Welfare of Uttar Pradesh in the first decade of its establishment is done in detail. The structure and function of the Directorate, District offices, State committees, Boards, pattern of administration at the headquarters and the districts, levels of policy formulation, bureaucratic structure in welfare administration, impediments in the implementation of social policies, important legislative measures, different schemes and programme content, flow of communication, and public cooperation are also studied. The study is an attempt to peep into the history of the beginnings of different programmes and schemes and their nature of administration to understand the legacy—feudal and colonial, strength and weakness, commitment, goal displacement, as also the factors responsible for success or failure.

RAMACHANDRAN, H. Behaviour in space: rural marketing in an underdeveloped economy. New Delhi, Concept, 1982. 121p. Rs. 70.00.

The pattern of movement of people between various human settlements for a variety of purposes is an important facet that is directly relevant to locational decisions. The dispersed nature of the distribution of rural population in settlements that are too small to warrant development of infrastructure adds to the necessity of understanding the travel behaviour of rural population, in order to guide locational policies. This study deals with spatial behaviour in rural marketing, an issue that is directly related with locational policies of market centres. The analysis is based on the data collected from nearly 30,000 households in Tumkur district of Karnataka. This is the ninth publication in the Integrated Rural Development Series undertaken by the Institute for social and Economic Change, Bangalore.

SAFA, HELEN I., ed. Towards a political economy of urbanization in third world countries. Delhi. Oxford Univ. Press, 1982, 315p. Rs. 45.00.

This volume is the result of a panel on Urbanisation in Developing Areas organised by the editor in conjunction with the Tenth Congress of the International Union of Anthropological and Ethnological Sciences held in New Delhi in December, 1978. Urbanisation has emerged as one of the major issues confronting contemporary developing countries. An attempt has been made to bring a new perspective to bear on the urbanisation problem in the Third World, particularly on the survival mechanisms of the poor. The essays examine the impact of colonialism on the economies of Third World countries; their present participation in the global capitalist system, *i.e.*, their dependence on advanced industrial societies for capital, technology, export markets, etc., their urban class structures, and the role of their governments in shaping the urban process. The approach of the book is interdisciplinary, in that the contributors include not only anthropologists, but also geographers, economists and sociologists.

SARDAR PATEL INSTITUTE OF ECONOMIC AND SOCIAL RESEARCH. Employment, poverty and public policy. Ahmedabad, the Institute, 1981. 438p. Rs. 90.00.

This book is an outcome of the National Seminar on "Levels of living, employment and public policy" held at the Sardar Patel Institute in March 1980. It contains selected papers presented at the Seminar. Various aspects covered are: trends in poverty; interrelationships between growth, unemployment and poverty; appropriate route for full employment and eradication of poverty; lessons from past policies aimed at distributive justice; and guidelines for provision of minimum needs.

SHARMA, KRISHAN LAL. Voluntary business associations in organizational frame. Chandigarh, Panjab Univ., 1982, 162p. Rs. 45.00.

Intersectoral coordination is a functional imperative for integrated and sustained industrial growth in a mixed economy. But in spite of continual endeavours, the Government of India has been unable to ensure it, because various interest groups such as traders, exporters, manufacturers and various sectors have no consensus on the mobilisation and regulation of the industrial environment. The voluntary associations of these groups can be the effective instruments in evolving such a consensus. This study explores and analyses the factors which hinder the evolution

of such a consensus and suggests the ways to reorganise them in a federal structure so that they are mobilised for this purpose. The study is based on the local associations of traders and manufacturers in the industrial cities of the Punjab and on the Chambers of Commerce and notional associations which have their headquarters in Delhi. It was financed by the Department of Sociology, University of Punjab, under the research grant of the University Grants Commission.

SHINGI, PRAKASH M. Management of agricultural extension: training and visit system in Rajasthan, by Prakash M. Shingi, Sanjay Wadwalkar and Gurinder Kaur. Ahmedabad, Indian Institute of Management, 1982. 110p. Rs. 52.00.

The World Bank aided training and visit system of agricultural extension has been introduced in a phased manner in many Indian states since 1977. This monograph makes an indepth analysis of this recent approach, known as Benor approach, as introduced in Rajasthan. The study elaborates the decision making process, the set of functions, and the organisational structure through which the new approach is carried out in a larger bureaucratic framework. The field observations cover a number of issues; transfer and recruitment of staff, fortnightly training programmes, organisation of visits, selection of follower and contact farmers, preparation of farmer groups, role of extension officials, staff motivation, importance of the planning function, and response of the farmers and the extension personnel to this recent approach.

SINGH, BIRKESHWAR PRASAD, ed. Dimensions of development administration in India, ed. by Birkeshwar Prasad Singh and Sakendra Pratap Singh. Patna, Swarna Prakashan, 1982. 194p. Rs. 90.00.

Development administration is that aspect of public administration in which the focus of attention is on organising and administering public agencies in such a way as to stimulate and facilitate defined programmes of social and economic progress. In its annual conferences held during the last few years, the Indian Political Science Association has discussed various topics related to Development Administration. This publication is a compilation of papers presented at the panel on Development Administration of the 40th Indian Political Science Conference held at Mysore in December, 1980. There is a twelve-page bibliography.

SINGH, PARMANAND. Equality, reservation and discrimination in India: a constitutional study of scheduled castes, scheduled tribes and other backward classes. New Delhi, Deep & Deep, 1982. 248p. Rs. 80.00.

The Indian constitutional policy is based upon the notion that certain social groups are inherently unequal and thus require compensatory treatment. At the time of the independence, one could hardly visualise that the policy of reservations as a means to combat group inequalities would become a major source of social unrest and political conflicts. This book deals with various problems such as: the controversial issue of the meaning of equality and its compatibility with the idea of compensatory discrimination; history of reservations; politics of backwardness; working of various backward classes commissions; the *modus operandi* of the state governments; tests and methods for selecting beneficiary groups; percentage of reservations; adequacy of representation; compartmental reservations; and the relevance of the American experience to the Indian scene. This book has been

written mainly from a lawyer's perspective and the sociological, historical and comparative material is used simply to evaluate the effectiveness of legal doctrine in achieving the goals underlying the concept of compensatory discrimination. The scope is limited to the analysis of the constitutional policy and its interpretation by the judiciary, policy makers and the executive. There is an eight page bibliography.

SRIVASTAVA, U.K. Project planning, financing, implementation, and evaluation, with special reference to agro-industrial projects. Ahmedabad, Indian Institute of Management, 1981. 487p. Rs. 125.00.

This book is designed to serve as a manual for formulation, arranging finance, and implementation, monitoring, and control of agro-industrial projects. Part I deals with planning for bankable projects and covers the task from generation of project ideas to preparation of feasibility reports. Part II studies the structure of financial institutions, central and state incentives, and financing of agro-industrial projects. Part III discusses implementation of projects in pre-operation and operation stages, and monitoring, control, and evaluation. In Part IV, aspects of diversification and scanning of environment for opportunities for diversification and expansion are studied in depth. The unique characteristics of agro-industries are explicitly recognised at each stage and the concepts are illustrated with case studies drawn from the field. There is a ten-page bibliography.

THOMAS, RICHARD. India's emergence as an industrial power: Middle Eastern contracts. New Delhi, Vikas, 1982. 160p. Rs. 125.00.

The recent development of Indian industry and technology, now measured by the ability to win major foreign contracts in competition with the advanced industrial countries, has passed largely unnoticed. Using evidence mainly from the Middle East, this book investigates India's emergence as a competitor to the established exporters and considers some of the circumstances that accompany it both at home and abroad. It focuses on India as country which displays some of the qualities of a newly industrialising country, some symptoms of industrial stagnation, and some of the classic characteristics of underdevelopment, with a political elite whose attitude remains ambivalent towards the industrialisation process. This book was written by the author during a sabbatical year at the Royal Institute of International Affairs.

UNITED NATIONS. Population distribution policies in development planning. New York, U.N., 1981. 205p. \$ 16.00.

The papers in this volume were submitted to the Workshop on Population Distribution Policies in Development Planning, convened in Bangkok, Thailand, in 1979. It was organised jointly by the Population Division of the Department of International Economic and Social Affairs of the United Nations Secretariat and the United Nations Fund for Population Activities. The papers are divided into six parts: (1) The goals of population distribution policy, (2) Government intervention in population distribution, (3) Population redistribution mechanisms and policy instruments, (4) Urban-oriented policies, (5) Rural-oriented policies, and (6) Institutional requirements and data needs.

UNITED NATIONS. Savings for development. New York, U.N., 1981. 212p. \$ 16.00.

This is a report of the International Symposium on the Mobilisation of Personal Savings in Developing countries. Held at Kingston, Jamaica, in September 1980, the Symposium was organised by the Fiscal and Financial Branch of the Department of International Economic and Social Affairs of the United Nations Secretariat in cooperation with others. This publication which relates entirely to the work of the Symposium, is presented in two parts. Part one is the report of the Symposium. Part two comprises selected papers presented to the Symposium, presented in three major sections. The first section, which concerns aspects of savings and inflation, includes two papers focusing directly on that subject, two that discuss savings and indexation and two dealing with interest rate adjustment. The second section, savings and collective *prevoyance*, contains three papers. The third section includes four papers that relate to saving behaviour and three that discuss savings and credit in rural areas.

UNITED NATIONS CENTRE FOR REGIONAL DEVELOPMENT. New technology and agricultural transformation: a comparative study of Punjab, India, and Punjab, Pakistan, by G.S. Bhalla and Dilawar Ali Khan. Nagoya, UNCRD, 1979. 113p.

A breakthrough in the traditional pattern of agriculture has continuously been experienced by some countries in Asia since mid-sixties. Within the subcontinent, the performance of Punjab, India and Punjab, Pakistan have been spectacular. In the initial years of agricultural transformation, the two Punjabs put up a comparable growth performance. However, a divergence has been observed over the years in the performances of the two regions. While the agricultural productivity continues to increase in Indian Punjab, lately some signs of stagnation have been observed in Pakistan Punjab. Both casual observers and involved researchers have put forth varied explanations. The two papers presented in this monograph analyse the process of agricultural transformation in two Punjabs respectively. The introductory chapter examines in detail the comparable and contrasting features of the two Punjabs and brings into sharper focus the differences that exist, particularly in the institutional, input use, and productivity aspects.

UVEGES, JOSEPH A. Jr., ed. Public administration: history and theory in contemporary perspective. New York, Marcel Dekker, 1982. 134p. \$ 23 50.

This book provides a systematic basis for the kind of informed discussion necessary to learn more about where we are, how we got here, and where we should be going in public administration. The first section presents essays by leading experts on organisational structure and behaviour, its patterns, values, and practices within a historical and theoretical framework. They elucidate some important questions as: how do we link theory and practice in public administration?; how do we find a disciplinary identity?; and how do we integrate public sector organisations with democratic values and modes of behaviour? The second section provides analysis of the contributions of several prominent scholars to the development of the history and theory of public administration. This is the first volume in the series "Annals of Public Administration". The purpose of this series is to bring together the efforts of several scholars and practitioners in twelve topic areas of public administration.

WHITE, JEREMY. *Central administration in Nigeria, 1914-1948: the problem of polarity*. Dublin, Irish Academic Press, 1981. 369p. £ 17.50.

This work is a study of central administration in colonial Nigeria in the period following the 1914 Amalgamation. Its emphasis is on government high policy and practice as they affected the problem of Nigeria's unification. An attempt has been made to trace the administrative, constitutional and political links between the 1914 Amalgamation and the Independence Constitution of 1960, by way of the Richards Constitution of 1947. The study follows through the Amalgamation of the 'two Nigerias' in the crucial years after Lugard, to see what Amalgamation of North and South actually meant under different governors and in changing circumstances, in the conviction that the pattern of Nigerian politics immediately before and immediately after Independence and in particular the Civil War of 1967-1970 were in no small measure due to bureaucratic decisions taken, usually in ignorance of their implications for the future, by senior colonial officials in the so-called 'dead' years of the inter-war period.

YADAV, J.N. SINGH. *The Indian Speaker (crisis of identity)*. Gurgaon, Academic Press, 1982. 264p. Rs. 95.00.

The office of the Speaker has come to occupy an eminent role in the parliamentary system of government. It becomes all the more important in a new-born polity, as ours, where there is dearth of traditions, conventions and precedents with regard to the functioning of parliamentary institutions. This book is a revised version of Ph.D. thesis submitted to the Kurukshetra University. It aims at examining the various aspects of the office of the Speaker in India, both at the Centre and in the states. First chapter traces the origin and evolution of the office. Second chapter deals with qualifications and qualities prescribed by the constitution. The procedure of election to the Chair forms the third chapter. The fourth chapter studies the procedure of filling the vacancy caused by death, removal or resignation. The fifth chapter delineates the political affiliations of the Speaker. The sixth chapter deals with the Speaker and his dealings with the members inside and outside the House. The subject matter of the seventh chapter is the Speaker and Various Committees of the House. The eighth chapter discusses the procedure of summoning and adjournment of the House under various circumstances. The role of the Speaker in managing the House is examined in the ninth chapter. Tenth discusses Speaker's powers and position under the heading 'Conduction of Business'. The last chapter sums up the emerging profile of the Speaker in Indian political set-up. There is a twenty-two-page bibliography.

YOUNG, CRAWFORD. *Cooperatives and development: agricultural politics in Ghana and Uganda*, by Crawford Young, Neal P. Sherman and Tim H. Rose, Madison, Wisconsin, Univ. of Wisconsin Press, 1981. 276p. \$ 30.00.

Agricultural policy is critical to developmental efforts of African states lacking major mineral resources. Despite its importance, however, the production of export agricultural crops has been declining in the rural sectors of Africa in recent years, as food imports become increasingly burdensome. This book offers a theoretical and empirical comparison of the role of agricultural cooperatives in two middle-sized African states, Ghana and Uganda. The field work for this study was extensive, spanning more than ten years, and including interviews with, and

surveys of, more than 1400 African farmers, government officials, and others involved in agricultural policy in the two nations. Cooperatives have played a paramount role in both nations, in the marketing of the major export commodities (cocoa in Ghana, cotton and coffee in Uganda), and the governments of both nations have played central roles in the development or discouragement of the cooperatives. The authors find that the classic cooperative egalitarian ideology was, in both nations subordinate to local patterns of social hierarchy. Nevertheless, farmers in the two nations, particularly Uganda, were generally favourable to the cooperative idea in theory and practice. The authors conclude that cooperatives can exert a moderately positive influence on agricultural and political development.

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